



University of
New Hampshire

NEASC/CIHE Interim Report

University of New Hampshire

Submitted: August 15, 2018

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INTRODUCTION

5-year Interim Report Preparation

UNH began preparing the Interim Report in spring 2016, with Associate Professor Barbara Prudhomme White PhD, OTR/L, in the College of Health and Human Services, serving as coordinator and NEASC liaison.

Over several months, representatives of all UNH stakeholders participated in working groups, which included students, staff, administrators and faculty from all eight UNH colleges and the campuses in Durham, Manchester and Concord. The coordinator and each group communicated regularly throughout the process toward goals and timelines.

UNH's entire NEASC reporting team also worked through a SharePoint worksite to track progress and note areas that required attention. UNH maintained folders with reporting documents on its Box cloud storage site, which streamlined and simplified the uploading and updating of student learning outcomes and academic program reviews. In addition, UNH created a single folder in its Box cloud storage system to simplify and streamline the uploading and updating of student learning outcomes and academic program reviews. Working across three campuses, teams uploaded the majority of these materials and comments between December 2017 and May 2018.

In addition to the working groups, faculty and staff in UNH's Center for Excellence and Innovation in Teaching and Learning and within each college contributed to student learning outcome reports in 2017. In total, more than 30 individuals participated at various times over the process. The report drafts were drafted between February and June 2018 by the coordinator; and they were reviewed again by the vice president for academic affairs and assistant to the provost and the coordinator. In June, members of the dean's council and others in senior administration (e.g. President's Cabinet) were asked to review and give feedback. A pre-final draft was submitted to NEASC in July 2018. Revisions were made and final submission was completed on August 14, 2018.

In addition to team members listed below, special recognition and thanks is extended to Adrienne Andrews and Elizabeth Bird, IT; Sue Chalifoux, Provost's Office; Amy Oliva, Discovery Program; Yun Xiang, Anne Shattuck, and Mary Essley, IR & A; Kerry Scala, Finance; Jim Graham, CPA, Jon Adams, Graduate School; Midge Goldberg, Academic Technology; and Leah Plunkett, UNH School of Law. It takes a village to build this report and we could not have done it without everyone's steadfast commitment and contributions.

Barbara Prudhomme White, NEASC liaison, UNH

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University of New Hampshire

Institutional overview

The University of New Hampshire is the state's flagship public research institution, with its main campus in Durham, an urban campus in downtown Manchester and the UNH School of Law in Concord.

Founded in 1866, UNH is one of nearly a dozen public universities in the nation that hold federally recognized land-, sea- and space-grant charters. More than 16,000 students, representing 50 states and 71 countries, attend UNH, which offers 130 undergraduate and 70 graduate programs of study. The university comprises the following academic units: the College of Engineering and Physical Sciences; the College of Health and Human Services; the College of Liberal Arts; the College of Life Sciences and Agriculture, which includes the Thompson School of Applied Science; the Peter T. Paul College of Business and Economics; University of New Hampshire at Manchester; the Graduate School; and the University of New Hampshire School of Law in Concord.

UNH is awarded more than \$100 million in competitive research funding each year, and is distinguished as a top research university with an uncommon dedication to undergraduate teaching, evidenced by higher retention rates and smaller average class sizes than most of its peer public research universities.

UNH hosts the largest undergraduate research conference of its kind in the nation, with more than 1,990 students presenting their research, scholarly and creative projects in April each year. UNH is also a national leader in sustainability, and one of the few institutions granted a platinum rating by the Association for the Advancement of Sustainability in Higher Education.

UNH Cooperative Extension provides research, expertise and outreach programming across the state, with more than 114,000 residents participating in workshops, volunteer trainings, one-on-one consultations and courses. In 2017, Extension helped landowners improve more than 85,000 acres, monitored water quality in 360 lakes and advised more than 1,000 woodlot owners.

Responses to Areas Identified for Special Emphasis

UNH re: NEASC Commission letter dated 1/16/15

1. Continuing to implement a comprehensive approach to assessing student learning and using the results for improvement, including a regular review of all of the University's academic programs.

[Academic Program Review \(APR\) procedures](#) have been recently revised and better organized to ensure that all programs engage periodically in self-study for quality assurance, and to acknowledge what resources are needed to sufficiently sustain and improve academic programs (refer to Standard 8 for more information and Series E Form). Program review within a department is completed every 10 years. During program review, both the undergraduate and graduate programs are reviewed in tandem, and one of the criteria that must be addressed is a description of the relationship between the undergraduate and graduate programs. The program review is designed to help faculty reflect on the merits and challenges of programs and guide strategic decisions to improve programs. In the event of a recommendation to terminate a program, the [APR document](#) provides guidelines on how this is to be accomplished as well as appeal processes available. We included APR schedules and status updates in the Series E Form.

Program approval processes address length, content and level of proposed undergraduate and graduate programs. These begin at the departmental level and are approved by the respective college academic oversight committee. The dean of the college makes recommendations to the provost. Changes to programs are required to be reviewed using the same criteria as for initial program approval. Substantive changes (e.g., the addition of the UNH School of Law) are submitted to NEASC for further approval. Academic program changes (including deletions of programs) are reported in interim and 10 year accreditation self-study reports, as well as guided by both the APR process and the collective bargaining agreement ([CBA](#)). The [University Curriculum and Academic Policies Committee](#) (UCAPC) overseen by the Faculty Senate provides academic oversight, reviews proposals and makes recommendations to the provost only for interdisciplinary programs.

Student learning outcomes (SLOs) have been completed for nearly all programs offered at UNH on all three campuses (refer to Standard 8 for more information). However, we are still in development and transition to a consistent webpage format that will make them more easily identified. Currently, whether SLOs are publicly available and where they are located on each programs' webpage is inconsistent across campus. UNH Law will soon publish its formal SLOs for all its degree programs: JD, LL.M and MA. These SLOs are currently in the process of being reviewed and voted upon by the faculty. UNH Law has in place a school-wide competency framework that identifies skills that the faculty has determined are important for JD students to have upon graduation. The competency framework identifies large categories, such as problem-solving, then breaks these larger categories into smaller components.

Across the institution, faculty, staff and administration frequently collaborate in creative curricular development to promote enhanced learning experiences for students. For example, Residential Life, Housing, [CEPS](#), and [COLSA](#) have collaborated in providing Residential Learning Communities for students, one of several high impact practices that UNH offers. Another example is the [FIRE Program](#) in the Paul College of Business and Economics. FIRE is an integrated, team-based, and game-like experience, guided by alumni and peer mentors, for first-year students to engage in developing habits and strategies for success. FIRE charges first-year students to hit the ground running by assisting them in developing multidisciplinary solutions to real-world problems by employing emerging technologies. Because of its early indications of success, there has been discussion regarding extending FIRE beyond PAUL students, with assumptions that this is dependent on resources available to sustain such implementation.

2. Updating the strategic plan and developing metrics to measure success in achieving its goals.

We updated the strategic plan in 2013 and expect to revisit its status after the arrival of our new president.

Financial health of the institution remains a continual challenge, and we remain vigilant by systematic and frequent financial analyses. A component of these analyses now includes the development of a balanced scorecard that will facilitate a transparent sharing of fiscal policies, struggles and achievements with appropriate stakeholders. UNH has a significant amount of financial data, including related student data, which is shared via frequent high-level dashboards to the president's Cabinet. Ongoing challenges include flat state capital funding and limited ability to increase price of attendance. This requires balancing funding between the education/research/service programs and administrative functions to support those programs, and supporting the facilities infrastructure to support education, research and service.

We know students thrive at UNH because we routinely assess their progress and our educational effectiveness. We do so at every level of the institution and at all three campuses, as well as more broadly through systematic information seeking from our graduates. For example, a [2015 Gallup poll](#) found that nearly two out of three UNH alumni who graduated since 1960 (64%) work full time for an employer, which is slightly higher than the rates for college graduates nationally (59%) and for graduates of large public universities (60%). This rate is even higher (79%) among UNH graduates who received their degree between 2009 and 2014. Nearly half (48%) of UNH alumni are both employed and *engaged* at work, which is higher than the national average (39%) and the rate for graduates of large public universities (39%). Engagement at work, according to the Gallup definition, means that employees are more likely to be loyal and productive — and thriving in their work and overall well-being. In terms of academic supports that alumni received while at college, UNH alumni report that they had at least one professor who made them excited about learning (67%). This is slightly higher than the percentages of alumni from other large public universities (60%) and the national average (63%).

We also participate yearly in the National Survey of Student Engagement (NSSE). Our [most recent survey \(2017\)](#) suggests that of the sample respondents who are graduating seniors, 90% report satisfaction with UNH. The survey validates that UNH delivers several high impact learning experiences to students. As discussed in our response to Standard 4, we have two high impact learning experiences embedded into the core curriculum requirements (Discovery Program) as well as multiple elective opportunities. In general, NSSE data suggest that in comparison to our peer institutions, our students have more opportunities to work closely with faculty, are challenged to think critically (e.g., higher order learning), and are more exposed to effective teaching and collaborative learning. Assigned writing and writing skill development, paired with a culminating experience near degree completion (senior capstone), are also areas of strength. Areas in which we need to pay attention include fostering more student exposure to and engagement with people from diverse backgrounds, as well as facilitating more reflective and integrative learning opportunities.

3. Achieving an appropriate balance of centralization and decentralization to assure the effectiveness of its governance structure

A quick perusal of the organization chart for the president's office (please refer to organizational chart) shows that there are many components to UNH's Central Administration. To strike a proper balance between centralization and decentralization, the university has increased the assessment on responsibility center (RC) units and strategically invested the resources generated in branding and marketing, advancement, and in new programs. A good example is the newly reorganized Career and Professional Success Office. Career directors embedded in the colleges report to the associate vice provost for career and professional success and have a dotted line to the deans. This new model has thus far worked well in connecting students with career services early, and building portfolios and networks in professional areas of interest.

We believe we have an uncommon commitment to student success. The results of the First Destination Survey for the Class of 2017 support this claim; for example, 93% of the graduates who responded to the survey reported having a positive outcome following graduation. Further, 78% of the graduates completed at least one internship experience, which is 10% higher than the figure for the class of 2016 and 19% higher than the national average. The increase in average salary for the class of 2017 was 9 percentage points higher than the average salary for the class of 2016. Thanks to the balance between centralization and decentralization, we are now tracking over 2000 employers in Salesforce.

Similarly, we have increased efficiencies and reduced costs by consolidating some of the services that were duplicated at UNHM and UNH Law. The security studies program and the data science and analytics program are offered at both UNHM and Durham. However, we have been able to take advantage of the expertise that is available on both campuses by integrating the programs.

Another measure that has resulted in cost savings is consolidating the purchase of software, thereby avoiding duplication. A good example of this endeavor is the licensing of EAB's Student Success Collaborative and making this available to all departments and all campuses. Not only has this provided a single platform and advising tool, but it has also led to the elimination of other software that was being used. These cost savings were achieved by having a single person in IT oversee all software purchases.

4. Continuing to give attention to meeting its goal to increase the diversity of its undergraduate class and to close the gap in success rates between majority students and students of color.

To more effectively address the diversity mission of the university, the [Office of Community, Equity and Diversity](#) (OCED) has increased the number of social justice educator trainings offered to faculty, staff and graduate students over the past three years. OCED is working on a comprehensive campus climate survey for students, staff and faculty that seeks to gather data on institutional climate, inclusion and the status of work-life issues to better assess the learning, living and working environment on all three campuses of the university. The survey is slated to be administered at the start of the tenure of the incoming president.

A significant change was made to organizational structure addressing inclusion and diversity since re-accreditation in 2013. The job description and responsibilities of the former vice provost for inclusive excellence was reclassified and elevated to a cabinet-level position with the title associate vice president of community, equity and diversity. The position holds the responsibility of supervising these offices: Military and Veterans Affairs, Office of Affirmative Action and Equity, Office of Multicultural Student Affairs, McNair Scholars, Upward Bound, Educational Talent Search and the President's Commissions, and reports directly to the president. The position continues to provide oversight of the recruitment of faculty and top-level administrative hires to assure that search committees demonstrate their full commitment to identifying qualified candidates inclusive of underrepresented groups, and continues to chair the Advisory Council on Community, Equity and Diversity (originally formed as the University Council) to include membership from the UNH School of Law and Manchester campuses. President Dean recently appointed an interim associate vice president following the departure of the person who held this position since 2014.

There has also been an increase in the number of diversity-related courses being offered in various disciplines. A few examples are those from the College of Liberal Arts (English Composition including fostering greater intercultural competency); Paul College (Women and Economic Development); College of Engineering and Physical Sciences (Housing – Everyone Needs a Place to Live); Sustainability Institute (Global Citizenship); Women's Studies (Latinx Feminism examining contemporary and historical contexts) and the Discovery Program (On the Road to Equality). Work continues on the adoption of a diversity requirement or diversity attribute to be infused in first-year general education curricula for all undergraduate students.

OCED designed and implemented a faculty development series to include “Building Inclusive Courses” and “Exploring Universal Design in the Learning Community,” both of which brought in outside consultants. A third in the series involved a partnership with the Theatre and Dance Department to offer PowerPlay labs. Each lab/workshop—for faculty, teaching assistants and staff who teach—provided ideas and techniques for building more inclusive classrooms by having participants experiment in a safe, yet spirited atmosphere, build awareness of their biases, and apply new skills in teaching.

To build a more resilient campus climate, several steps have been taken in the past two years. These include increasing the number of social justice educator and Safe Zones trainings available to staff, faculty and graduate students; and creating a Presidential Task Force on Campus Climate charged with identifying issues of race, inclusion and civility on our campuses and providing recommendations for action. The Task Force issued its [Final Report and Recommendations](#) in April 2018. Several of the recommendations have been completed or are in process.

In 2015, OCED received a grant from New England Resource Center for Higher Education (NERCHE) on *Project Inclusion – Institutionalization of Inclusive Excellence and Student Success*. The work on the grant provided a catalyst for connecting the diversity goals of the three campuses within UNH (UNH Manchester, UNH School of Law and UNH Durham), and aligned the philosophy and mission statements of the campuses along with an understanding of the administrative and institutional commitment and support needed for the continuing work toward building diversity, equity and inclusion.

To engage the broader community in its diversity initiatives, OCED hosted programs through *NH Listens*, a civic engagement initiative of the Carsey School of Public Policy at UNH. *NH Listens* recently received an American Civic Collaboration Award, a “Civvy,” for efforts to strengthen communities and for its dedication to bringing people together from across the political spectrum to address and resolve our greatest challenges. For example, a Community, Equity and Diversity Forum, “Conversations at the Crossroads,” was hosted by *NH Listens*. The conversations held at all three campuses yielded the following key findings:

1. Clarify UNH values and priorities for inclusion and equity, including leading with clear messages that connect values to practice, strengthening and reinforcing the everyday lived values of community and inclusion and establishing clear pathways for responsiveness and accountability.
2. Integrate inclusion and equity learning for everyone on all three campuses, to include increasing faculty and staff professional development, building skills for learning and conflict resolution, supporting faculty and staff proficiencies to foster inclusion and equity, formalizing and supporting education and resources for students, formalizing curriculum and classroom experiences -- developing and supporting educational opportunities that equip students with the knowledge and skills needed to effectively and respectfully consider and navigate differences at UNH and beyond, ensuring faculty, administration and staff can connect students with relevant resources, valuing student voice and honoring the complexity of student identities.

3. Align decisions and actions related to resource allocation, campus environments and norms of collaboration: articulating how diversity and inclusion differ on each of the three campuses, assessing how campus environments facilitate or discourage a sense of community, reviewing university policies and procedures in relation to equity and inclusion, taking efforts to increase communication and collaboration within and between campuses.

Additional ongoing work includes: The President's Commissions' Lifetime Achievement Awards for outstanding student work promoting the full participation in campus life for students identifying as African American, Black, LGBTQ+, disabled and female gendered; the Office of Multicultural Student Affairs' recognition of alum through its Pioneers Program at their Annual Black Alumni Reunion; and ongoing workshops hosted by OCED, including ones on interrupting bias. COLA continues to be involved with the Black New England Conference, a partnership that has recently expanded to include Dartmouth and UMass Amherst.

Human Resources has included a required online training on the prevention of harassment in new hire orientation to invite dialogue about diversity in the context of community responsibility. Title IX statewide and campus-wide meetings are currently refining policies and procedures for faculty and staff trainings (including athletics), on reported assault cases, coordinating data from all schools in the system, using recommendations such as the uSafeUS app by UNH's Preventions Innovations Research Center, and establishing a protocol for systematizing protected information with regard to student disclosures.

As a community, UNH is concerned about the cost of college for all students. As part of our capital campaign we have made progress in making UNH more affordable for lower income students. In fall 2017, we implemented the [Granite Guarantee](#) which provides free in-state tuition to every first-year New Hampshire student who qualifies for a federal Pell grant. In fall 2017, we had 400 enrolled students. If they remain in good standing, they will pay no tuition for all four years – saving each of them more than \$60,000. For this cohort, the total savings will be roughly \$24 million by the time they graduate. The Granite Guarantee is being offered to each incoming class from here on out, with anticipated outcome of increased college access and improved opportunity for many New Hampshire families.

Standard 1: Mission and Purposes

Description

The [mission of the University of New Hampshire](#), endorsed by the University System of New Hampshire (USNH) and the people within the State of New Hampshire reads:

The University of New Hampshire is the state's public research university, providing comprehensive, high-quality undergraduate programs and graduate programs of distinction. Its primary purpose is learning: students collaborating with faculty in teaching, research, creative expression, and service. UNH has a national and international agenda and holds land-grant, sea-grant, and space-grant charters. From its main campus in Durham, its college in

Manchester, and the UNH School of Law in Concord, the University serves New Hampshire and the region through continuing education, cooperative extension, cultural outreach, economic development activities, and applied research.

UNH is distinguished by its commitment to high quality undergraduate instruction, select excellence in graduate education, relatively small size, a location in a beautiful and culturally rich part of the seacoast of New England and a strong sense of responsibility for this special place, a commitment to serving the public good, and our emergence over the past decade as a significant research institution. The dedication of our faculty to the highest academic standards infuses all we do with the excitement of discovery.

The mission statement remains unchanged and reflects UNH's institutional identity, appropriately referencing multiple areas of focus in teaching, research, and outreach and engagement. By design, both the Academic Plan and the renewed 2015 [Strategic Plan](#) operationalize the mission, using it as the foundation for determining UNH's priorities, a guide for planning, and a prompt for evaluation. Prioritizing university activity based on the mission has been especially critical over the past several years in making decisions based on financial challenges. For example, after four years of strategic planning and review, UNH will be refocusing the Thompson School of Applied Science on the school's core agricultural mission and working with UNH Professional Development and Training to incorporate a state-of-the-art, job ready, professional development and training academy. Second, to strike a proper balance between centralization and decentralization, the university has increased the assessment on responsibility center units and strategically invested the resources generated in branding and marketing, advancement and new programs.

As the flagship university for the State of New Hampshire, UNH's mission is widely accepted and understood, and the planning processes it inspires have been explicitly devised to invest both the UNH community and the broader world in the mission. For example, each college and school at UNH has a mission statement that aligns with the university's mission and defines its outreach to the outside community (Refer to St. 1,2,3 Data First Form).

Appraisal

Our mission is consistent with our charter, and is unique to our institution. It provides the guiding priorities for both our renewed 2015 Strategic Plan and our Academic Plan embedded within. Those documents, in turn, guide unit-level strategic planning, resource allocation and assessment. Across the institution, unit plans give shape to the institution and establish structures and procedures for implementing the mission.

UNH's overall institutional effectiveness, and its assessment and enhancement, start with its mission and move through an analysis of overall planning for mission implementation to a thorough review of policies, procedures and actions that make the mission come alive while adhering to standards established by NEASC and other professional accreditors. UNH periodically assesses its mission to ensure that it remains current.

Projection

In July 2018, James W. Dean Jr. became the 20th president of UNH. We expect that the new president will review the university's mission as he works to strengthen UNH as the state's flagship public research university.

Standard 2: Planning and Evaluation

Description

UNH continues to assess and respond strategically to new challenges, opportunities and trends across the nation's higher education landscape. In 2015, the UNH Strategic Plan, launched in 2010, was refreshed ([UNH in 2020, Version 2.0: Evolution and Advancement](#)) to affirm the university's direction and secure its long-term vitality in the face of continued, rapid changes confronting higher education and global, national and regional economies and societies.

Created through an open, collaborative process that solicited input from all UNH stakeholders, the 2015 UNH Strategic Plan revision focused on updates to guide major academic and curricular decisions, philanthropy, student recruitment, research and career development and infrastructure. Within the revised plan, the existing Academic Plan (2002-2007) was reaffirmed in five strategic academic initiatives. Each college/academic unit supports the UNH Strategic Plan through its own plan, which directs resources and address institutional needs (refer to St. 1,2,3 Data First Form).

Appraisal

Specific units of the university undertake regular planning and evaluation based on, and consistent with, the UNH Strategic Plan. For example, the annual budgeting process provides a venue for all campus units to assess progress against strategic initiatives and priorities, and provides a mechanism through which individual units can request strategic funding for new initiatives or in support of current initiatives. The university applies a Responsibility Center Management (RCM) budget model to give colleges and other units the authority to prioritize financial resources in support of their missions. The annual review process requires RCM units to provide regular progress reports and to request any additional funding through a proposal process. Additionally, in response to new financial restrictions, as of FY18 the University System of New Hampshire Board of Trustees has asked units to cap operating expenses at 2.5 percent to help ensure that UNH is meeting its 3 percent minimum operating margin target.

Another example of strategic assessment and planning is through annual Enterprise Risk Management (ERM). ERM is led by the chief information officer and is intended to maintain an active risk management plan, informed through internal and external data and trends that identifies potential risks to the university's ability to meet its mission. As risks are evaluated, mitigation plans are identified. For example, a declining trend in the population of eligible college students in New England, paired with increased competition among the region's colleges for New Hampshire student enrollments, has inspired a variety of changes in

recruitment breadth, reach and activity. In fall 2017, UNH launched the “Granite Guarantee,” which allows all qualified, Pell-eligible New Hampshire students to enroll at UNH tuition-free for all four years. More than 400 in-state students enrolled in the program’s first year.

The [Campus Master Plan](#) is reviewed and updated annually with a five-year planning timeframe. Beyond financial considerations, changes to the master plan are driven by academic priorities. The recent update of Hamilton Smith Hall is an example. The renovation provided the campus with additional, much-needed classroom space, and introduced state-of-the-art, technology enhanced classrooms (e.g., the [TEAL classroom](#)).

Specific examples of responsiveness to state and national opportunities aligned with UNH’s mission and strategic plan include:

- UNH’s leadership in sustainability research, education, outreach and infrastructure, recognized in 2017 when it became one of only three institutions of higher education in the nation to earn a STARS Platinum rating from the [Association for the Advancement of Sustainability in Higher Education \(AASHE\)](#).
- In 2013, the Carsey Institute became the [Carsey School of Public Policy](#), expanding its mission to provide top quality research, leadership development and engaged scholarship. This new, interdisciplinary school of public service and policy was inspired by the recommendations of the 2010 UNH Strategic Plan.
- The launch of the largest fundraising campaign in UNH history, [Celebrate 150: The Campaign for UNH](#). Created to celebrate UNH’s 150th anniversary, the campaign has raised more than \$300 million since it was introduced to the public in fall 2016.

In spring 2015, the President’s Cabinet started discussions about a “Balanced Scorecard,” an initiative intended to better track accomplishments, inputs and new efficiencies across the university related to UNH’s mission and the refreshed UNH Strategic Plan. Input was received from the Deans’ Council and the draft version of the Balanced Scorecard was completed in fall 2017. The scorecard facilitates measurable performance markers of the Strategic Plan and improves communication and alignment of strategic initiatives and outcomes among colleges and administrative offices. We anticipate making the Balanced Scorecard publicly available within the next year.

The university also contracted with the Education Advisory Board (EAB) to use Academic Performance Solutions (APS) for data-informed planning and decision making. APS is an analytics platform designed to empower academic and financial leaders with the department-specific performance and cost data—as well as reliable peer benchmarks—that they need in order to make effective decisions.

In addition to Celebrate 150: The Campaign for UNH, the university’s Advancement group is currently preparing college/program-specific fundraising plans to continue fundraising momentum after the campaign ends. These plans will provide potential donors with funding priorities from July 1, 2018, until the next formal campaign is launched, which is anticipated to occur in two or three years.

In 2016, the Academic Program Review process was revised to include assessment of student learning outcomes, and steps were taken through the provost's office to improve college and department participation. In addition to the development of a schedule for regular review of all academic programs, we have also set goals and metrics to track the institution's progress. For example, we are now looking at faculty workload in each college, section fill rates, course completion rates, direct costs, etc. Results of academic reviews in the past five years have led to the elimination, combination and creation of programs in keeping with the needs of students and the working community. In addition to restructuring numerous existing programs, since 2013 the Graduate School has added 15 new programs, options or certificates. The College of Life Sciences and Agriculture (COLSA) reorganized in 2008-2009 and again in 2017. Currently, the college is comprised of four departments that optimally combine programs: Agriculture, Nutrition and Food Systems; Biological Sciences; Molecular, Cellular and Biomedical Sciences; and Natural Resources and the Environment.

The [Office of Institutional Research & Assessment](#) (IR&A) plays a critical role in facilitating decision-making at all levels of the university by collecting and analyzing data and conducting research related to enrollment management, strategic planning, resource allocation, assessment, and program review/accreditation in support of the university's mission and strategic goals; advocating for accurate, reliable, and consistent data management and usage across all three campuses of the university; and fulfilling institutional internal and external reporting requirements. IR&A collects, analyzes, interprets and disseminates a wide range of data and research findings related to the university's enrollment, academic and financial divisions. Further, IR&A coordinates with other campus offices that collect and analyze institutional data (e.g., Registrar, Student Affairs, Office of Sponsored Research, Campus Planning).

UNH recently upgraded three of its evaluation processes and platforms to aid in the assessment of scholarly activity and to help measure and improve the student experience. These include *My Elements* for faculty reporting and institutional data sharing, *Blue Teaching Evaluation Program*, and *I-Clicker*, a university-supported Student Response System for teaching.

Projection

As a public institution with the lowest per capita state support in the nation, and in an increasingly competitive higher education landscape, UNH will continually and strategically re-evaluate its priorities to adapt to new and changing challenges and opportunities to achieve its mission. With a new president, James W. Dean Jr., beginning his tenure at UNH in the summer of 2018, it is fully expected that the strategic plan as well as all aspects of academic, financial and resource planning, will be carefully reviewed, along with the evaluation models used to measure the effectiveness of UNH's efforts.

UNH is committed to delivering high quality instruction, research and outreach programming, and is well positioned to be innovative and successful in its response to new challenges, including constraints in state support, a continued regional decline in high school student

populations, increased student need for financial support and limits on tuition rate increases set by the University System of New Hampshire Board of Trustees. These factors may require difficult decisions around resource allocation, which will be made thoughtfully and in accordance with UNH's mission and strategic priorities. To prepare for these challenges, UNH continues to manage strategically to: increase enrollment by targeting new markets, generate new revenue streams through programs in emerging new disciplines and industries, expand capacity in high demand academic programs, create new business partnerships, and increase our retention and graduation rates.

Standard 3: Organization and Governance

Description

The University of New Hampshire is part of the University System of New Hampshire (USNH), governed by a 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. As the only USNH institution with federally designated land-, sea- and space-grant charters, it is the only institution in the system with a major research mission.

The governance structure of UNH emphasizes collaboration and direct reporting to support its mission and commitment to teaching, research and service. 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 [organizational chart](#) and in the [UNH Online Policy Manual](#). 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 N.H. Statute and [USNH policies and bylaws](#).

University System of New Hampshire Board of Trustees

Chartered under state law RSA 187, USNH is a non-profit corporation governed by a 27-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 Roles and Responsibilities](#). The full board meets at least four times each year, while committees meet as often as needed. 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 appointment of 11 board members. 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. 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 appoints the chief executive officer of each USNH institution (college and university presidents) and conducts a yearly performance review.

University of New Hampshire

The president is the leader and chief administrator of the University of New Hampshire and reports directly to the USNH Board of Trustees. According to [state law RSA 187-A:16](#), “The chief executive officer of each institution shall have the authority for and be responsible for the general administration and supervision of all aspects of the institutional, research and service programs of that institution.” The provost and vice president for academic affairs (VPAA) serves as the chief executive when the president is not available. The organizational and administrative structure is illustrated in the [UNH organizational chart](#). As shown in the [provost's office organizational chart](#), deans lead each academic entity and report to the provost.

In the past five years, as the result of systematic review and assessment inspired by the UNH Strategic Plan, several reorganizations were accomplished and major new initiatives were launched:

- In 2014, the Carsey Institute became the Carsey School of Public Policy with a \$20 million private gift that allowed UNH to create expanded programming, research and outreach.
- The School of Marine Science and Ocean Engineering was created in 2013, integrating its marine-related research, teaching and outreach activities and creating new, interdisciplinary undergraduate, graduate and professional certification programming.
- The UNH School of Law, which began as an affiliation with the Franklin Pierce Law Center in 2010, completed its merger in 2014, creating new opportunities for dual degrees between the law school and Durham campus.
- The Manchester campus moved and expanded in 2014, adding 17,000 square feet for new research labs and additional teaching space and allowing the campus to create new, interdisciplinary degree programs in response to growing regional business needs, including in the areas of bioscience, cybersecurity and homeland security.
- The Thompson School of Applied Science became part of COLSA in the past five years, resulting in four departments within the college. The additions and reorganizations were completed to better address the mission of the university through outreach to the community as well as to address educational intentions for the 21st century, as referenced in the Strategic Plan V.2 refresh.
- In 2017, UNH opened the Center of Integrated Biomedical and Bioengineering Research to increase collaborations across research disciplines and diverse academic units.

- In June 2018, UNH opened the John Olson Advanced Manufacturing Center, a collaboration with industry dedicated to modernizing manufacturing technology, developing new materials and manufacturing processes, and filling the skills gap in U.S. manufacturing.

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. The [USNH Recommended Guidelines for Institutional Policy Development, Review and Approval](#) provide a framework for these activities.

The president relies upon and presides over the president's cabinet, which represents major constituencies on campus. Effective July 1, 2017, members of the cabinet, with the exception of the director of athletics, are now considered executive officers. The cabinet reviews and makes recommendations on a wide range of proposed policies, major issues and reports by other groups.

The Central Budget Committee, in concert with the USNH board, advises the president on budget policy and financial planning for the campus community. Budgetary processes and the management of financial challenges are discussed in detail in Standard 7.

The [Faculty Senate](#), established in 1996, functions as a legislative body that reviews and develops policies concerned with the academic mission of the university. The Faculty Senate was revised in 2015 to include a proportion of non-tenure track faculty including clinical, contract, lecturer, extension, alternative security, and research faculty. The [Senate bylaws](#) outline the principles of shared governance at UNH and the role of the Faculty Senate. Undergraduate students have a [Student Senate](#) that forms the core of the student governance system. The [Graduate Student Senate](#) provides a similar function for graduate students.

The Operating Staff Council and the Professional, Administrative and Technical Staff Council are both composed of elected representatives of the staff. The Extension Educators Council, also elected, represents Cooperative Extension educators. The Research Faculty Council was formally recognized by President Huddleston in 2013, and the Clinical Faculty Council was established in 2017. 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. There is also a broad array of university-level councils and committees that play a major role in the governance of the university.

The president allocates resources through a decentralized budget system, which flows resources through the principal administrators' units and central administration, in consultation with the Budget Advisory Committee which is made up of representatives from faculty,

students and staff. The institution's budget is ultimately approved by the USNH Board of Trustees.

Appraisal

Shared governance (through the Faculty Senate or other body) is separate from the authority to represent lecturer faculty which is recognized by the USNH Board of Trustees as the UNHLU-AAUP. UNHLU is recognized as “the exclusive bargaining representative” for lecturer faculty at UNH. The laws of the State of New Hampshire require the Employer (UNH) and Union (UNHLU) to bargain in good faith until such time as one or both parties feel no further progress can be made. When no further progress can be made, impasse is declared and the parties move to mediation. Impasse was declared on or about December 6, 2017.

Although bargaining unit members are part of shared governance, shared governance does not extend to negotiating the terms and conditions of employment or other mandatory subjects of bargaining for lecturer faculty. Members of the UNHLU executive committee or negotiating team may also serve on Faculty Senate (or in other roles which encompass shared governance) but that role should be wholly separate from their role with the union, primarily because shared governance exists to guide the university, including all faculty titles, staff, administration, etc., while the recognized bargaining agent for a union exists solely for the benefit of the unit members.

Projections

The Thompson School of Applied Science (TSAS) was re-evaluated and a plan proposed. We are in process of acting upon this plan. As outcomes of an inclusive four-year effort, these core recommendations are being implemented through administratively housing three continuing AAS programs within relevant college departments, and sunseting four programs based on a perceived lack of centrality to mission, insufficient enrollment, and/or lack of a corresponding baccalaureate program with which to integrate. We expect that the curricula will be enhanced and streamlined by the relevant faculty to create more effective transitions for those students who wish to continue in the analogous baccalaureate programs, while increasing curricular efficiencies.

Continuing students enrolled as of spring semester 2018 in the four associate degree programs to be discontinued (Civil Technology, Culinary Arts and Nutrition, Horticulture Technology, and Integrated Agriculture Management) will be provided the courses necessary for completing their degrees. The three continuing programs (Veterinary Technology, Forest Technology, and Applied Animal Science with focus on livestock) will be administratively housed within the relevant department beginning July 1, 2018, to facilitate a transition while the balance of the previous TSAS infrastructure is available to consult and assist in the administrative evolution. Faculty associated with the continuing programs will work with department colleagues to evolve the paired AAS and BS curricula toward enhanced student outcomes, greater

attractiveness and recruiting potential to increase enrollments, and a financially viable future for the associate degree programs.

Standard 4: The Academic Program

Description

UNH offers a foundational liberal arts curriculum ([The Discovery Program](#)) and [more than 200 programs](#) conferring 2- and 4-year and graduate degrees that are consistent with the university's mission. Each program encompasses breadth through university [common core requirements](#) and depth within discipline content, continuity, sequential progression, and synthesis of learning across disciplines, evidenced by a capstone requirement. Elective courses comprise a variable number of total graduation credits, depending on major requirements. Proficiency in English is required for both entrance and graduation. The Discovery Program is described in greater detail in the Standard 8 Reflective Essay.

The Durham campus offers associate's, bachelor's, master's and doctoral degrees; UNH Manchester offers associate's, bachelor's and master's degrees; UNH School of Law offers the juris doctor (JD) degree, master of laws (LLM) degree, and interdisciplinary master degrees (MA). Enrollment Management (plan in revision), [IR&A](#), the Admissions Office and the Graduate School have policies and procedures published for student admission, retention and completion of degree. [Academic Program Review \(APR\) procedures](#) were recently revised (described earlier in Area of Focus, #1)

Program approval processes address length, content and level of proposed undergraduate and graduate programs. Changes to programs are required to be reviewed using the same criteria as for initial program approval. Substantive changes (e.g., the addition of the UNH Law School) are submitted to NEASC for further approval. Academic program changes are reported in interim and 10 year accreditation self-study reports, as well as guided by both the APR process and the collective bargaining agreement ([CBA](#)). The [University Curriculum and Academic Policies Committee](#) (UCAPC) overseen by the Faculty Senate provides academic oversight, reviews proposals and makes recommendations to the provost for interdisciplinary programs only.

Academic Rules delineate the requirements for all degree types. For the JD program, these requirements are anchored in ensuring that graduates can sit for a state bar examination and be admitted to practice law in one or more jurisdictions. The Academic Rules are available at: <https://catalog.unh.edu/law/juris-doctor-academic-rules-regulations/>
<https://catalog.unh.edu/law/graduate-diploma-programs-academic-rules-regulations/UNH>

Durham and Manchester graduate programs are listed in the [online Graduate Catalog](#) which is updated every year. Graduate programs are approved after a rigorous program proposal process. The steps and forms for proposing a new graduate program are clearly outlined on the [provost's website](#).

Admission to the Master's and PhD graduate programs at UNH Durham and Manchester is competitive and limited: 74% of applicants were admitted to Master's programs, and only 53% of applicants were admitted to PhD programs for the fall of 2017. All students must have a baccalaureate degree to be admitted into a graduate program. Admission requirements vary by program. These requirements are easily accessible to applicants on the [Graduate School webpage](#).

Graduate programs require more advanced coursework and activities than baccalaureate degrees. Master's degree students must complete a capstone experience. PhD students must complete a qualifying examination, independent research, and a defense of the research project. Professionally-oriented Master's programs require advanced coursework in the subject matter and theory as well as a capstone experience. Graduate programs that offer both clinical expertise and research make explicit in their learning outcomes the relative emphases and purposes. For example, the [Doctor of Nursing Practice](#) is a professionally-oriented doctoral degree program in Durham that requires both 1,000 hours of advanced clinical practice as well as a scholarly project that results in a publication.

The [Academic Catalog](#) provides information about academic programs and degree requirements. The university requires at least 64 credits at the associate's level (min 2.0 GPA), 128 credits at the baccalaureate level (min 2.0 GPA), and at least 30 credits at the master's level. Some majors require a grade point average higher than 2.0 in certain courses or combination of courses. All graduate students must have a GPA of at least 3.0 to graduate. College preparatory courses do not qualify for academic credit except in the case of approved college credits earned prior to admission as stated in UNH Transfer Credits Admissions Policy.

Expectations of student achievement and the grading policy for each course are determined by course instructors within the guidelines of the institutional and degree program policies as stated in the catalog. All students are offered course evaluations at the end of the semester for all courses. Starting in fall 2017, all teaching evaluations are now completed online using [Blue online course evaluation software](#). The move followed extensive trials overseen by a Faculty Senate-directed ad hoc committee to evaluate the potential differences of online course evaluations, including return rates, changes in ratings averages, etc.

Courses are approved by faculty through the various college Curriculum and Academic Planning Committees before administrative approvals are sought. All UNH course proposals, implementation and evaluation are required to follow a single set of policies for the explicit purpose of maintaining a common high standard for subject matter inclusion and student achievement. Alternatives to in-person delivery methods on one of the three campuses are monitored appropriately within departments and by each college's academic program committee.

Academic credit is awarded based on policies that were developed by faculty and administrators and which follow national accreditation standards of three hours per week of engaged learning [per credit](#) in a 14-15 week semester. Information about credits and

graduation requirements is available for students in both the [Academic Catalog](#) and on the [Registrar's webpage](#), as are policies regarding [student complaint](#). A student seeking a UNH degree must attain the last one quarter of total credits for the degree in residence (enrolled at a UNH campus) unless granted permission by the Academic Standards and Advising Committee to transfer part of this work from other accredited institutions.

Regardless of the mode of delivery, non-degree programs are held to the same standards as degree-granting programs. Non-degree post baccalaureate certificates are offered through the Graduate School following [guidelines published on the Graduate School website](#). All certificate programs are reviewed and approved regarding coherence and academic quality through the same procedures as degree programs.

As outlined in the Standard 3 narrative, in March 2018, UNH announced that it will be refocusing the Thompson School of Applied Science (TSAS). These strategic decisions were made based on a combination of factors, including increased competition in both availability in price in the two-year degree market in the state and region, a smaller applicant pool, declining enrollments in certain programs, and a significant increase in the market for short-term and stackable credentials.

As with any higher education institution, UNH faculty and administration consistently examine academic programs and make changes where appropriately needed in order to meet student demand as well as to address the interests of the State of N.H., national, and global constituencies. As such, several changes in academic programs have been made over the past five years and are listed in the appendices.

Appraisal

Our self-study affirms that UNH is an academic institution with high academic standards, coherent policies and a proven history of academic excellence and adherence to our mission. Evidence of success is seen in UNH's [2015 Gallup Report](#), as well as the [First Destination Survey](#), reporting that 93% of the 2017 graduates were either employed, pursuing higher studies or entering public service.

Collectively, we have made good progress in more consistently self-assessing the quality of programs across the university through a revised APR procedure and schedule. We also have made excellent progress in documenting learning goals for each program, beyond those with external accreditation. Student learning outcomes (SLOs) have been completed for nearly all programs offered at UNH and are discussed further in Standard #8. However, we recognize that across the colleges/schools we need to place concentrated effort in making program goals, learner outcomes, and student/faculty/staff accomplishments more consistently available and explicit, as well as develop coherent connections across the university among our stated student outcomes, program assessment activities, and program development. Discussed further in Standard 8, we now need to focus on building a stronger information infrastructure that assists faculty, staff and administration in more systematically collecting student academic

progress metrics, making them more readily available across the institution, and developing more consistent strategies for using and applying outcomes for curricular development.

One method of measuring English proficiency at graduation is through inference, by successful completion of the two required writing intensive courses embedded within the major. However, we recognize the need to explore additional assessment options. For example, we recently included the writing assessment module as part of our overall NSSE assessment.

We have also recognized that our webpages needed improved and systematic monitoring and maintenance. To that end, we created a new position in AT to do this work, and to help transition all colleges and units to a consistent webpage platform. This work, intended to make UNH more transparent and consistent in its internal and public information sharing, is anticipated to be completed by the end of fall 2017. The webpages are being designed to also include templates for student learning outcomes for each program. We also recognized places in which we could be more explicit; for example, in stating our policies regarding honoring student degree completions when programs have been deleted.

Moving course evaluations to a completely online format for all UNH courses was also a huge accomplishment. Analyses of student responses over a 10-year period were conducted and shared with colleges so that any potential changes in response rates or patterns of responding would be interpreted appropriately for faculty, especially those in lecturer or TT lines.

Backed by the Curran Report, [Career and Professional Success](#) (CaPS) began its transformation two years ago with the aspiration to become the hallmark of a UNH education. Currently, a central team of 24 staff members, representing a 1/625 staff to student ratio, service student career planning and post-graduate needs through a focus on strategy, technology, data, employers, marketing and internships. We are in the process of developing professional success pathways for each of our majors through a mentoring program that brings together alumni professionals and UNH students. Each major's pathway one-pager lists several course options by year, describes enrichment options such as specialized cognates (three courses in an area including technical writing and public speaking, etc.) as well as suggestions in building relationships, networks and cultivating a professional image. [Current examples](#) include a wide variety of majors across all colleges with several (e.g. psychology) in final preparation for August/September 2018 posting.

Projection

We have created 3+3 programs between English and law and history and law. We are also looking to create an undergraduate degree program in law and an online undergraduate program in homeland security. Furthermore, we are in the process of creating new joint programs between UNH Manchester and Durham. A good example is Data Science and Analytics, which was approved in May, 2018. This is expected to increase synergy between the two campuses.

The early success of the [FIRE](#) program has initiated conversation about applying this initiative university-wide, should we find available funding and resources to do so. We also plan to expand the CaPS Pathways program to as many majors as possible in order to provide more intentional and clear advising resources to students as they consider career preparation post-graduation.

Standard 5: Students

Description

In fall of 2017, UNH had a total of 15,926 students enrolled on its Durham and Manchester campuses--13,707 undergraduate and 2,219 graduate students. 94% of undergraduate students and 59% of graduate students were enrolled full-time. 55% were women. The race/ethnicity of students on these two campuses was 5% nonresident alien, 3% Hispanic/Latino, 3% Asian, 1% black or African American, 80% white, 2% two or more races, and 5% race/ethnicity unknown. American Indian/ Alaska native and native Hawaiian/Pacific Islander students comprised less than 1% each of the total. In addition to the students at UNH's Durham and Manchester campuses, 252 students were enrolled in programs at the UNH School of Law in Concord. 88% of these students were enrolled full-time, and 48% were women (based on 2017 fall IPEDS data).

UNH is proud to be seventh in the nation in graduation performance, defined as our students' actual graduation success rates compared to expectations. Our [six-year graduation rate](#) for the entering cohort of 2011 was 77%. In comparison, the six-year graduation rate for the entering cohort of 2009 for the [nation's four-year public universities](#) was 59%. We have maintained consistent undergraduate and graduate enrollment, with minimal variations, in the past four years in Durham. UNH Manchester has seen a modest drop in enrolled students in the past year. UNH Law enrollments have been stable the past three years, reaching a high in the 2014-15 academic year. Our acceptance rate for undergraduates ranges from 76-80%, with little variation in enrollment percentage of +/- 20%. Additional metrics that demonstrate our capacity for admitting UNH-ready students are more specifically addressed in Standard 8. From the point of acceptance and throughout their time at UNH, students are brought into the family of Wildcats. We hope the identity that they build here as a community of learners extends throughout their lives. More data about our students can be found in the UNH Institutional Research office's [student data report](#) and in [UNH Facts and Figures](#).

The university continues to utilize appropriate and validated methods of evaluation that correctly assess student readiness for college level work. Admissions employs a territory-based model of file review that results in effective, nuanced decision-making and a successful record of admitting students with a wide array of interests, backgrounds, aspirations, and from diverse locations who have the capacity for success at UNH. The admissions office utilizes methods of evaluation (e.g., staff training and mentorship, data-informed decision making, validity studies that correlate testing and high school grades with first year UNH GPA) that are focused on assessing a student's academic readiness for work at UNH and to engage in all other aspects of the university experience in a manner that insures proper balance and success with a student's

academic accomplishments and responsibilities. We are in the process of implementing [EAB's Student Success Collaborative](#) that applies predictive analytics to assess and identify at-risk students and isolate system barriers to student completion.

UNH does not offer any remedial or developmental coursework. All admission decisions and services are predicated on admitted and enrolling students possessing the skills and competencies to be academically successful at UNH. The university provides supplemental support programs and services such as [Connect](#), [Connect STEM](#), and the newly reorganized [Center for Academic Resources](#) (CFAR) that provide additional academic and social support to all students, including under-represented populations (e.g. first generation students) in an effort to increase their representation and success. Routine feedback and engagement with the academic associate deans of each college through the Academic Standards and Advising Committee (ASAC) ensures that Admissions is complying with institutional academic expectations, demonstrated by UNH's first to second year retention rate of 86%. Feedback loops exist through ASAC that allow admissions to examine admission decisions for students who are subject to automatic academic actions (suspension, dismissal, exclusion) to determine if admissions criteria were not properly applied or if there were other causes.

The university complies with all applicable regulations and values to ensure that our recruitment and admissions practices meet the academic needs of the institution, ethically support students and families throughout the admissions process, and effectively partner with school communities to support the transition of students from high schools and post-secondary institutions. Relevant information is available through admissions documentation and institutional research data that allows students and families to make informed choices about the university, its expectations and its outcomes (refer to the Standard 9 narrative and Data Forms for web addresses). Admitted and enrolling students are informed about the wide variety of opportunities and [Student Support Services](#) available to all students at the university. A variety of services and resources are available to support students' academic success at the department, college and university levels. Some examples at the university level are the Center for Academic Resources, [Mathematics Center](#), [Student Accessibility Services](#) (SAS), and [Career and Professional Success](#). [Student Life](#) encompasses entities devoted to health, wellness, safety and co-curricular success for all students.

[Housing and Residential Life](#) retains a philosophy centered on high student contact with professional staff, and surveys students yearly regarding their experiences; in 2017, Residential Life implemented a requirement for each Residence Hall Director (RHD) to maintain a minimum of 15 student development relationships in their halls. This initiative has increased the interpersonal contact and connections among RHDs and students, and yielded impressive results. For example, the end-of-year Residential Life survey reported that 84% of the students (with an impressive 85% return rate) said "My RHD has had a positive impact on me."

UNH provides access to services through [Health & Wellness](#) (H&W), an accredited Accreditation Association for Ambulatory Health Care organization in Student Life. Health and Wellness services extend to UNH Law, but through different mechanisms from Durham and UNHM

campuses. UNH Law students use their own health insurance (available through the school) to access medical and mental health care providers in Concord and nearby communities. [Psychological and Counseling Services](#) (PACS) provides a wide variety of counseling and mental health services. For example, in 2016-2017 UNH provided over 1,380 (unique) students with counseling, over 5,600 hours of individual counseling sessions, and over 317 outreach events. Moreover, student served represent a broad range of identities. Specifically, 9.78% of the students seen at PACS self-identified as being of color, 12.6% as LGBTQ+, and 4.1% described themselves as international students.

UNH is one of the only public institutions among our peers to require two high impact practices (HIP) as part of the undergraduate Discovery Program curriculum (inquiry course and capstone). In addition to the NSSE (self-report, limited student body sample), we also track objective data on numbers of HIP experiences per student at graduation. HIP experiences that are tallied are vetted by committee using criteria established by AAC&U. NSSE data suggest that students are highly satisfied with the interpersonal connections they establish at UNH, especially among faculty. HIP data show that at graduation (AY 2016-17) participation average in an HIP is 2.70. UNH Law participates regularly in a similar measure, the [LSSSE](#) (Law School Survey of Student Engagement) survey, which includes questions related to student services. Students report strong levels of satisfaction, with 90% of UNH Law third-year JD students who participated in LSSSE in 2016 saying they would choose UNH Law again.

The university has a redesigned [Career and Professional Success](#) (CaPS) office that reports to the Office of the Provost. At both Durham and UNH Manchester campuses, career counselors work closely with academic counselors. UNH Law also has a [Career Services Office](#) and an Academic Success Program that provide cohort-wide programming and individual work sessions for all Master's and JD students to focus on career goals, school success and bar exam success. UNH Law matches each student with an academic advisor who is a faculty member.

UNH provides comprehensive programs for both [Inter-Collegiate Athletics](#) and [Campus Recreation](#). The Inter-Collegiate program includes 20 sports that compete in five NCAA Division I conferences. Currently about 80% of all fulltime students participate in Campus Recreation. Athletics and Campus Recreation are actively collaborating with facilities staff to maintain new and aging facilities while facing financial challenges. Partnering with researchers on campus, Athletics and Campus Recreation are intentionally seeking information to inform future decisions about risk management and programming. Of particular importance is research on concussions and academic outcomes of our participants.

In 2015, the university updated and re-codified its student code of conduct to better reflect existing practices and to clarify student responsibilities. In the relevant reporting period, practices for responding to reports and disclosures of student misconduct related to Title IX concerns were extensively revised to address the needs of students and the university's compliance obligations. Student life professionals view student misconduct in light of the goals of student development and retention. The university is engaged in on-going development of

its student conduct and Title IX response protocols to serve the evolving needs of its students and meet its compliance obligations.

Ongoing self-study and work that addresses our university mission of embracing and increasing diversity on all three of our campuses, including racial, ethnic, sexual identity, and economic diversity, is addressed in the beginning of this report, within NEASC Areas of Emphasis, #4.

Appraisal

The Faculty Senate recently approved a proposal for UNH to move to a test-optional admissions policy for undergraduate admissions. As we contemplate this change, we will need to consider other methods of validating prospective students' achievement.

Student Life has begun a division-wide effort to regularly collect metrics on student service delivery and outcomes in each unit. This spring, Student Life will issue a summary report of those metrics with comparative data from past years to identify both emerging patterns and trends to inform unit goals in succeeding years. To date this has led to a complete restructuring and re-staffing of both Community Standards and PACS. H&W is the current focus for restructuring. The main area of concern in H&W continues to be its aging physical facility. Although this has been on the university's construction list for many years, resources have been insufficient to date. A partial renovation, completed in January 2018, has improved some aspects, but a new wellness building for campus remains a priority for Student Life. Student Life is midway through an effort to create a digital information-sharing network to better meet our need for an integrated system of health and wellness services delivery. The system will respect all standard federal privacy protections for personal information.

Percentages of students of color and self-identified LGBTQ students served highlight the need to increase outreach to students from these groups since the demographics of students seeking services underrepresent student body demographics. Within the past year we executed some of the suggestions made by experts in the field, such as the JED Foundation, to address the disparity between our campus population and the students served at PACS. For example, we recently recruited more diverse and culturally competent staff and director. Focus groups with students from various student identities are planned to better understand their health and well-being needs, perceived barriers to care and any other perceived gaps in services available.

One-on-one contact is available to help students address the myriad issues that impact academic performance and general well-being. Limited available staffing and student follow-through hinder efficacy of outreach efforts. Financial resources for student and organizational programming and support remain insufficient, as is physical meeting, event and programming space. This challenge is compounded by the increased participation in organizations, leadership programming and events by students.

While the campus has seen an increase in the number of diversity-related courses being offered in various disciplines, students would benefit from having all colleges expand their course offerings to foster greater inter-cultural competency.

The university's aid program is a transparent, need-based distribution of limited resources; we remain committed to continuing efforts toward responsible borrowing for every student.

Projections

We have several plans to enhance academic and supportive services. Technology investments and optimization are critical to the mission and scalability of CaPS. To achieve these goals, Salesforce (CRM) has been powering our employer relations model by tracking/managing 2000+ employer relationships. Employers now have a relationship manager who serves as their single point of UNH contact. Handshake will be replacing our core career management system, vastly improving the student and employer experiences. With PeopleGrove, our new alumni mentoring platform, we will have an engaging and scalable way for alumni, parents and students to connect. And finally, vmock is a smart resume review tool that uses machine learning and artificial intelligence to build highly individualized resumes for every student, freeing staff for higher impact services.

CFAR continues to support students who are experiencing academic-related challenges. With the recent restructuring of CFAR, we expect many students who are not currently served by TRIO-SSS to get assistance in developing study skills. This is another way by which we are trying to “close the gap in success rates between majority students and students of color.”

We have been successful in implementing EAB's Student Success Collaborative (MyWildcat Success) as a pilot and are rolling this out to all colleges. EAB has built a customized Student Success Predictive Model (SSPM) that predicts the graduation likelihood of our students. The model outputs a success score between zero and one estimating the probability that a selected student will graduate within six years. We will be testing this model in the near future. Our goal is to increase retention and graduation rates for all students. Simultaneously, we are in the process of developing success markers through MyWildcat Success for each of our majors that will identify a course or a set of courses that can be used as predictors for determining graduation rates.

We face an enrollment challenge shared across the nation, and especially in New England: the shrinking number of high school graduates within traditional resident and non-resident markets. Plans to address this challenge include expanding offerings to traditional N.H. resident students while maintaining competitive offerings to new and traditional non-resident students. We will also be initiating a pilot holistic admissions process to attract new students to the university from broader locations both nationally and internationally. This also intersects with our mission to attract a more diverse student body. We will be evaluating carefully to ensure that the admissions process, while widening our application pool, continues to recruit qualified students.

Mental health challenges also require our attention as students present with greater needs for support services and care within our counseling center and H&W program. Following a 2016 consultation, there are plans in progress to revamp some of the operations in H&W, and to make services more streamlined and efficient.

Similarly, and in concert with our peers, we continue to worry about the cost of higher education. The Granite Guarantee is one recent initiative, as is our capital campaign success that generated an unprecedented amount of funding for student scholarships. However, financial concerns remain for the majority of UNH students, as many of them will take out substantial loans. Accordingly, we plan to explore new opportunities to engage students in traditional and non-traditional financial literacy modes so that the cost of tuition and loans are appropriately understood.

Standard 6: Teaching, Learning and Scholarship

Description

As of November 2017, there were 1,159 instructional faculty teaching on the Durham and Manchester campuses. 52% were tenured/tenure track and 48% were non-tenure track positions. 60% of faculty were employed full-time, and 51% were women. Racial/ethnic composition of the faculty on these campuses was 1% nonresident alien, 2% Hispanic/Latino, 6% Asian, 1% black or African American, 70% white, 1% two or more races, and 19% unknown race/ethnicity. American Indian or Alaska native and native Hawaiian or Pacific Islander faculty comprised less than 1% each of the total for Durham and Manchester. The UNH School of Law had 58 faculty members of whom 47% were employed full-time and 50% were women. 31% of Law faculty were tenured/tenure track. Race/ethnicity of the law school faculty was 62% white, 2% black and 36% unknown (based on 2017 Fall IPEDS data).

Faculty appointment criteria and descriptions of each faculty category and type are located on the [provost's website](#). This includes detailed descriptions of the all faculty types. Each description provides details outlining the role of each category. The hiring process, which is initiated within academic departments, assures that all faculty roles (including part time) are consistent with the mission of the university and commission standards. Tenure-track faculty have an [AAUP contract](#) with UNH administration. The lecturers are also unionized and ratified their first [Collective Bargaining Agreement](#) (CBA) in 2014 which expired June 30, 2017. They are currently negotiating a new contract with UNH administration. A [Research Faculty Policy Guide](#) that provides employment and benefit policy guidance for research faculty is posted on the research website. Policies regarding other faculty positions not covered by a CBA (e.g. clinical faculty, extension faculty) can be found on the [provost's website](#). Teaching assistants (TAs) are generally hired and mentored by faculty within departments. Various training opportunities are available to TAs through the [Center for Excellence and Innovation in Teaching and Learning](#) (CEITL), Assistive Technology, and the Graduate School.

UNH is distinguished as a mid-sized, Carnegie research-high university that places extraordinary value on its teaching mission and teaching excellence. As such, the university ensures that there are adequate numbers of faculty and staff to fulfill and accomplish in-class and out-of-class responsibilities. In fall of 2017, UNH Durham and Manchester employed a combined 2,938 non-instructional staff members, 68% of whom worked full-time and 59% of whom were women. Race/ethnicity among staff in Durham and Manchester was 1% nonresident alien, 3% Hispanic/Latino, 3% Asian, 1% black or African American, 81% white, 2% two or more races, and 9% unknown.

The university enjoys an 18:1 student to faculty ratio, and 83% of classes have fewer than 50 students. Moreover, the university's 86% first-year retention rate demonstrates strong student support by faculty and staff. Advising is considered an important priority; students are advised by a combination of professional advisors in each college and faculty advisors. The [Center for Academic Resources](#) is available to students on the Durham campus to teach the skills, strategies, and behaviors that promote student learning and success. Students on the Manchester campus are served by the [Office of Academic Advising](#) where students can receive one-on-one academic counseling as well as assistance in pre-professional programs such as pre-medicine or pre-law.

Procedures for hiring can be accessed on the provost's website under [Hiring Procedures & Forms](#) and on the [Human Resources website](#). Faculty serve on faculty search committees. The Office of Affirmative Action and Equity serves as a liaison to relevant hiring committees to oversee and support the hiring process. Position advertisements include specific language that describes UNH as an Equal Opportunity/Equal Access/Affirmative Action employer. [AA policies](#) are outlined on the Human Resources website and also in collective bargaining agreements such as Article 3 AAUP or Article 4 [Lecturers Union United](#). Hired employees receive and sign an appointment letter consistent with their role and responsibilities. [Sample appointment templates](#) reside on the provost's website. Research faculty have a different hiring process than tenure-track faculty due to extramural funding and the need to identify key personnel in grants and contracts. Procedures for hiring research faculty are accessed at: <https://www.unh.edu/research/hiring-process-research-faculty>.

Faculty salaries and benefits for all bargaining unit members are negotiated and set at competitive levels, mutually agreed upon through an iterative process between the university administration and faculty unions, including the American Association of University Professors (AAUP) and the Lecturers Union. Faculty who do not fall under a bargaining unit are hired following clear procedures posted on the [provost's website](#). The Human Resources (HR) Office also provides competitive [wage schedules](#) for all academic staff. These schedules are periodically reviewed by HR. Information regarding specific salary guidelines are found within the union contracts: [AAUP contract \(Article 16 and 17\)](#) and the [Lecturers Union contract \(article 16\)](#). [Wage schedules](#) are located on the HR webpage and policies describing compensation are posted in the [USNH Online Policy Manual](#).

In general, faculty assignments and faculty workload are determined by colleges/schools, and are aligned with the university's mission and strategic plan. The university takes pride in offering a large variety of small-to-medium sized courses. The specific processes for determining faculty workload are outlined/negotiated as a part of the CBA article 8 ([AAUP](#)) and article 12 ([Lecturers United](#)).

All faculty members must have the appropriate academic qualifications for their roles. These are described on the provost's website under [Faculty Appointments](#). The [Faculty Resource Guide](#) was developed to provide information to all faculty members.

The University System of New Hampshire values integrity, honesty, openness and transparency in all its dealings. In this spirit, UNH embraces and promotes a shared [Code of Ethical Conduct](#) that demonstrates our commitment to upholding ethical, professional and legal standards in our daily and long-term decisions and actions. In accordance with federal guidelines for research, faculty researchers and all research participating students are required to complete a Responsible Conduct of Research training module before projects are reviewed by the Institutional Review Board (IRB) for work with either humans or animals. Information on the [responsible conduct of research and scholarly activity](#) is available on the research office's website.

UNH is committed to academic freedom as a value of the university, free speech and the open exchange of ideas, active discourse and critical debate. Accordingly, all members of the UNH community have the right to hold and vigorously defend and promote their opinions. The exercise of this right may result in members of the community being exposed to ideas that they consider to be unorthodox, controversial or even repugnant ([5.1.2 UNH Personnel Policies](#)).

[MyElements](#) (see Standard 7 for details) was recently acquired to make the process of annual review more consistent across the institution. The [AAUP CBA](#) stipulates that each non-tenured tenure-track faculty member will receive from the dean, in concert with the appropriate chairperson, an annual written assessment of performance. Guided by the [promotion and tenure procedures and documents](#), which are updated yearly and found on the provost's website, more discipline-specific evaluation criteria are developed by departments and colleges. For examples see the college websites. Evaluation and promotion processes for lecturer faculty are directed by their [CBA](#), article 13. [Research faculty evaluation and promotion criteria](#) is directed by the OSVPR office

The procedure for submitting a grievance can be found in the [AAUP CBA](#), under Article 9 and Article 13.21 for tenure-track faculty, and in the [Lecturer's CBA](#) under article 14. On each college webpage, faculty accomplishments are applauded and foregrounded for students. For example, COLA presents a page focused on [faculty research and creative works](#). The Hamel Center for Undergraduate Research provides resources and financial support for the research, scholarly and creative projects of UNH undergraduate students. Research support opportunities available to undergraduate students are outlined on the [Hamel Center](#) website.

The faculty in each of the colleges and departments have authority over their curriculum. Each college has a specified course approval process whereby the content and method of instruction of new courses are evaluated and approved, and there is a university-wide [course approval form](#) used by all colleges. All courses must be vetted by the Office of the Provost. Courses that satisfy elements of the UNH Discovery Program must be evaluated and approved by the [Discovery Committee](#), which has representation from every college. All courses that are designated as Writing Intensive (WI) are reviewed by the [Writing Committee](#).

Online student evaluations of every course are conducted every term and the results are communicated both to instructors and administrators and are part of the faculty review process. Faculty in multi-section courses coordinate syllabi, textbook choices, etc. to ensure consistency, while also recognizing that faculty have the academic freedom to tailor course content.

The [Center for Excellence and Innovation in Teaching and Learning](#) (CEITL) offers resources, information and expertise to support the university's mission of enhancing student learning through the continual improvement of teaching. Other faculty development opportunities can be identified through the [Faculty Resource Guide](#).

The [Discovery Program](#) monitors delivery methods for all courses in the Discovery Program. A review by the Discovery Program Committee is required if the delivery method changes in its courses. CEITL and Discovery Program staff have been instrumental over the past two years in identifying which programs were missing published student learning outcomes and assisting in their development. To date, the institution has moved from approximately 45% of programs having published student learning outcomes, mostly for programs with external accreditation, to about 90% learning outcomes completion across all programs.

ADVANCE grants from the National Science Foundation have centered on the goal of developing systemic approaches to increasing the representation and advancement of women in academic science, technology, engineering and mathematics (STEM) careers, with their focus on contributing to the development of a more diverse science and engineering workforce. Some examples of the work UNH ADVANCE has completed include: UNH ADVANCE GEAR UP, a professional development program for faculty search committees; UNH School of Law hiring a female dean; and the Office of Student Accessibility Services making universal design a principle component in its mission.

Appraisal

UNH has made progress in diversifying some areas of its faculty; for example, UNH has increased the number of female faculty in STEM disciplines. UNH has continued to struggle with, and made minimal progress in, diversifying underrepresented faculty of color and/or the administration since the last NEASC report. Efforts persist to improve these statistics, with recent success in the hiring of three new faculty with expertise in Africana and African

American Studies, and the recent hiring of diverse candidates in STEM fields. However, retaining faculty from less well-represented backgrounds remains a challenge.

Major transitions in this standard, and also aligned with Standard 8, are in the publishing of student learning outcomes. UNH faculty have a long, successful history of effective academic performance as documented by student successes and retention rates. While faculty in all programs hold implicit expectations for their students, a large number of programs have not made these expectations explicit and transparently available. UNH has achieved remarkable progress within the past two years in bringing forward explicit statements of student learning outcomes for nearly all programs, with an anticipated 100% participation by fall 2018. This has not been without significant academic discourse, as faculty expressed concerns regarding academic freedoms. However, we successfully navigated to common ground, in which faculty have identified measurable learning outcomes that offer a variety of benefits to their departments and the self-assessment process. Thus, we are continuing to implement a comprehensive approach to assessing student learning and using the results for improvement, including a regular review of all of the university's academic programs.

Projections

In 2017, the Center for Excellence in Teaching and Learning was renamed the Center for Excellence and Innovation in Teaching and Learning (CEITL). The goal is to create a culture that embraces excellence in teaching and learning by sharing best practices between all faculty, staff and students through professional development opportunities developed and led by faculty and staff, and by identifying practices that have a high impact on student learning across a variety of contexts, purposes and teaching modalities. Additional intentions include stimulating and supporting interdisciplinary, collaborative research and scholarship and to develop and support a culture of assessment with the goal of improving teaching and learning. CEITL plans to support research on assessment at all educational levels and to work with faculty and TAs to develop models for student participation in creating assessments to encourage students to become agents of their own learning.

By UNH's next accreditation self-study in 2023, we plan to have published student learning outcomes (SLOs) and educational effectiveness metrics on each program's web page. The provost's office has committed to reviewing the self-study process and the ongoing work required to assist departments in both establishing learning outcomes and measures, as well as in how to make effective use of the information gathered in order to strengthen their curricula. The intention within this next year will be to gather information from as many stakeholders as possible to generate ideas on how best to achieve a more systematic and efficient process of self-study, especially in terms of measuring educational effectiveness.

We recognize the need and value of continuing efforts to diversify faculty, staff and administration, and to retain them. We appreciate the strategic importance of increasing our commitment to strengthening the diversity of UNH's teaching community, with the support of senior administration, and we look to a new President and Provost to guide us in that direction.

Standard 7: Institutional Resources

Description

Human Resources

As stated in Standard 6, the university is distinguished as a mid-sized, Carnegie research high institution that places extraordinary value on teaching excellence. As such, the university ensures that there are adequate numbers of faculty and staff to fulfill its mission. Human Resources ensures that the employment process, including regular evaluation of employees, terms of employment and compensation, proceeds smoothly, follows state and federal laws, as well as university policies and procedures, all of which are located at <http://www.unh.edu/hr>.

The [UNH Search Manual](#) on the provost's website is available to facilitate faculty recruiting and hiring in compliance with established law and university policy. It is a living document that is updated as policy and practice evolve, and as improved and more streamlined procedures are developed.

The [Affirmative Action and Equity Office](#) helps ensure hiring is done in compliance with laws and policies governing the hiring process. HR promotes employee development by providing and/or supporting [workplace professional development programs and services](#) while also providing information on training and development resources within UNH and USNH. All UNH employees who oversee the work of others are encouraged to participate in [Coaching for Performance](#) training and apply these principles to annual reviews. The university offers a [Complaint and Grievance](#) policy and a process for pursuing either, or both, via the FAIR (Fast and Impartial Resolution) process.

All members of the UNH community are encouraged to make efforts to resolve conflicts informally before pursuing grievance or complaint procedures. Students are encouraged to speak with faculty or staff or to write letters to seek resolution of their concerns. [Grievance and complaint procedures](#) may be initiated by any UNH student, including undergraduate or graduate degree candidates, who believe that a university faculty or staff member has not acted according to UNH policies.

Financial Resources

The Finance Executive Council (FINEC) is comprised of the chief financial officers of each USNH institution and other invited financial officers at USNH. It is chaired by the senior advisor to the chancellor for financial affairs. The Council's mission is advisory to the Administrative Board (the chancellor and the presidents), and its charge is to consider, decide and/or make recommendations on strategic and operationally significant financial matters, according to the policies and processes of USNH. State law (RSA 187-A:16 VII, VIII, and XV) authorizes the USNH Board of Trustees to manage and control the financial affairs of USNH as needed to provide a well-coordinated system of public higher education. The Board of Trustees delegates the oversight of matters related to financial aid policy and associated planning to FINEC. As noted in

Standard 5, the [Granite Guarantee](#) initiative is one example of how the institution enrolls and supports students within the state.

[Leadership at UNH](#) is organized according to roles and responsibilities. The vice president for finance and administration works with the USNH Board of Trustees in directing financial affairs at UNH. The mission of his office is to provide expert financial and business support to institutional leaders and to develop, implement, and continuously improve upon the best practices and highest quality administrative services for students, faculty and staff, even when facing persistent financial challenges.

The UNH Foundation and Office of Advancement is an independent, 501(c)(3) nonprofit entity with “publicly supported” status. The Foundation coordinates the acquisition of private support for the benefit of UNH, with particular emphasis on building the endowment. In June 2018, the Foundation completed a highly successful campaign that yielded the most successful giving in UNH history. The campaign goal was \$275 million and \$306.3 million has been designated thus far (111%). Publicly available [annual reports](#) describe how gifts are allocated.

The annual USNH financial statement audit covers all the accounts of the system, its institutions and entities under the USNH Board of Trustees' control such as the UNH Foundation. This audit is referenced in state law, Title XV, Section 187-A:25-a, and requires the engagement of an external audit firm. Reports are found at <https://www.usnh.edu/about/usnh-publications>. Formal audits require management’s response, and are presented to the Audit Committee of the Board of Trustees.

The federal government requires organizations that receive significant federal funding to have their federal fund expenditures separately audited in conjunction with the annual financial statement audit. This USNH audit is currently performed by KMPG, LLP, with assistance from USNH Internal Audit. The primary focus of this audit is on compliance with federal regulations associated with the research and student financial aid programs at all USNH institutions. Given UNH's size and research mission, its programs dominate the annual USNH Schedule of Expenditures of Federal Awards. [USNH Financial Services Policies and Procedures](#) are available on the USNH website.

UNH has been preparing multi-year projections for the board since at least FY13. Multi-year plans are based on certain models (e.g., tuition and capital projects), combined with high-level parameters and assumptions for other revenues and expenses. The budget development process is collaborative across all units, using parameters provided by the board, USNH and UNH through a Responsibility Center Management (RCM) budget model. This model provides a balance between decentralized decision making and ensuring that strategic goals are met and that UNH, as a whole, is well-positioned for the future. Approximately 85% of the UNH’s current funds expenses are for education, research and service programs (UNH 12200 report FY17; recent sample in Appendices).

Information, Physical and Technological Resources

UNH is a responsible steward of environmental resources and strives to uphold sustainability practices as a major priority. For example, UNH is home of the first U.S.-based [Sustainability Institute](#) and is one of only three institutions of higher learning in the U.S. to earn a platinum Sustainability Tracking, Assessment & Rating System™ (STARS) rating for sustainability practices from the Association for the Advancement of Sustainability in Higher Education (AASHE). Examples include embracing sustainability perspectives in the core curriculum (Discovery), [dining hall practices](#) and [energy consumption](#).

The [UNH Durham Library](#) includes the Dimond Library, three branch science libraries, and a robust online/digital component of content and services. Gift funds have enabled the upgrading of several spaces within the libraries, including a media viewing room, and upgrade to the library instruction room, expansion of the Geospatial Services Center. The UNH Manchester Library is housed in the Learning Commons, which promotes student success by providing space for student learning activities (collaborative work spaces, four technology-enhanced group study rooms, a silent study area), as well as staff and faculty members who can assist with research help, tutoring services, and IT support. The UNH Law library is in Concord, N.H., and has a wide array of resources, both physical and electronic, to serve UNH Law faculty and students. Library faculty at each campus library serve as subject expert liaisons to academic departments. The UNH Libraries are navigating carefully through the changes in the scholarly communication landscape that continue to present 5% annual inflation rates for library databases and electronic content packages at a time when campus budgets cannot make this investment.

UNH maintains a wired and wireless network (over 64,000 unique devices with 20,000 concurrent wireless devices) that supports the university's research, educational and service missions. UNH's wired network is at the beginning of an equipment refresh cycle scheduled to be completed over the next three years. A wireless network refresh has just been completed with the latest technology and provides ubiquitous coverage in all resident and academic buildings.

[Academic Technology \(AT\)](#) supports the teaching mission of the university by ongoing self-study and deployment of innovations that enhance teaching and learning. Recent deployment of a new campus portal application ([myUNH](#)) brought UNH services for staff, faculty and students into a single point of access. AT is currently working to standardize faculty research, teaching and outreach activities into a central system (myElements).

UNH's Classroom Maintenance Committee, comprised of the registrar, facilities, faculty, AT, and ADA and Student Accessibility offices, has improved classroom and learning spaces and created a Classroom Planning, Design and Construction Guideline document. AT and IT work closely with the library faculty and staff to ensure that library resources are well supported through UNH's technology infrastructure.

In order to identify any potential risks to the university's ability to meet its mission, the university has introduced yearly Enterprise Risk Management (ERM) planning and maintains an active ERM plan led by the CIO and informed by internal and external data and trends.

Information Security Services (ISS) is charged with protecting the confidentiality, integrity, and availability of university information that is processed by, or owned, managed, or contracted by the university in service to the academic and non-academic communities at large. The adoption of a defense-in-depth approach to security further assures the protection of the university's information and information technology resources from unauthorized use, disclosure, modification, damage and loss.

Appraisal

UNH is able to support its mission through a diverse community of staff, administrators and faculty. Employment practices are transparent and fair. The campus is well-maintained and sensitive to environmental impact. Teaching and educational excellence is a top priority as noted in the expansive technology infrastructure on campus and dedication to information access both within UNH and beyond to the greater community.

Technology is integral to UNH and is a key enabler of its mission. In consultation with university leadership and the UNH community, IT is performing admirably in its work of aligning technology to meet the strategic needs of the university and has adequate resources to meet the current needs of the university. Similarly, AT has expanded to better support academic technology resources in classrooms and online, including increasing staff. myUNH, UNH's sign-in portal, has greatly increased visibility of available services to students, faculty and staff and simplified access to critical services and technology. Both AT and IT have invested in service desk technologies to improve response times and provide blended self-service and face-to-face support options for students, faculty and staff. In 2017, ISS began a full-scale review and revamp of UNH's Information Security Program documentation including the review, revision and augmentation of all information security policies, standards and procedures, which resulted in enhanced security.

Since the last NEASC study, UNH has fared well financially despite low levels of state support and increasing competition in the undergraduate market, as noted in Data First Form 7.2. Moody's, as recently as November 2017, reaffirmed USNH's credit rating of Aa3, with an outlook of "stable." Challenges noted include slow net tuition growth, low state funding, and narrow pledge revenues. Factors that could lead to a downgrade include deterioration in operating cash flow and debt service coverage or substantial erosion of liquidity.

UNH has a history of limited state support and has looked to diversify revenue streams and hold expense growth to reasonable levels, including fundraising support. With the continuous effort to recruit more qualified students in the past few years, the number of master's students, doctoral students, and transfer students in FY2017-18 increased 5%, 57%, and 9%, respectively, compared with the numbers in FY 2014-15. The number of freshmen decreased (6%) and the

number of students in Manchester and Law slightly decreased as well, but UNH now is implementing a strategy to recruit more international students and improve overall student recruitment in Manchester and Law (See First Data Form (DFF) 5.1). Retention and graduation remain strong at both undergraduate level (86% as the retention rate and 77% as the 6-year graduation rate) and at the master's level (89% as the retention rate and 84% as the graduation rate at 150% time), which helps relieve some of the financial pressure. All these efforts lead to the increase of total FTE from 13554 from three years ago to 13736 in the most recent (See DFF 5.2).

Other than recruiting efforts and the increase of FTE, tuition and fees increased slightly (2%) compared with FY 2015 (See DFF 7.3). Endowment assets increased 5% as a result of market appreciation and new gifts (See DFF 7.2). From 2011-2018, Celebrate 150: The Campaign for UNH set a goal of \$275M in private contributions, and exceeded that goal by more than \$30M when the campaign concluded at the end of June 2018. A significant portion of the campaign gifts will be realized in the longer term.

Financial aid as a % of tuition + fees (roughly the discount rate) are holding steady at 35%-35.5% (all levels, all campuses) despite changes in high school graduate demographics and intense competition in the New England region (DFF 7.3). In addition, the % growth in operating expenses has been slightly exceeding the growth in operating revenues. Non-grant funded employee compensation growth has been at 2.5%-2.8% over the last couple of years, essentially reflecting the impact of contractual and non-contractual salary increases. We also note that depreciation expenses are on the rise, reflecting increased investments in the physical building and infrastructure (DFF 7.3).

In addition to the multi-year financial plan, UNH has made two fairly significant process changes in FY18: more frequent current year projection cycles in addition to what is required for the Board and establishing an earlier (by two and a half months) deadline for budget projections for the next fiscal year. This gives UNH more time to identify and respond to issues and work with units to align budgets with Board parameters.

The ability to analyze financial condition and understand opportunities and constraints is always a necessity and undertaken with transparent sharing of fiscal policies with appropriate stakeholders. UNH has a significant amount of financial data, including student data, to help understand its financial condition, opportunities and constraints. The VP for Finance and Administration's office share these data frequently with the President's Cabinet by providing frequent high-level dashboards, analyzing and sharing progress via the Balanced Scorecard, and applying LEAN efficiency budgeting tools. Ongoing challenges, with little to no state capital funding and limited ability to increase price of attendance, include balancing funding between the education/research/service programs and administrative functions to support those programs, and supporting the facilities infrastructure to support education, research and service. For example, a current challenge is to manage an operating deficit in the academic realm.

Projections

As noted above, UNH is managing several major financial challenges in unison: limited state support (the lowest level of per capita state support among the nation's higher education institutions), increases in total personnel compensation costs (salaries and benefits), a rising demand for student financial aid, and the need to maintain and update its infrastructure. The USNH Board of Trustees sets the operating margin for all of its institutions, including UNH. Our university is succeeding in strengthening and diversifying revenue streams by: recruiting more international students, improving overall student recruitment and retention, expanding graduate professional programs, increasing partnerships with private companies, maintaining strong federal research funding support, driving philanthropy to historic highs and increasing the commercialization of its intellectual property. We are also taking a hard look at all units to increase operating efficiencies.

Over the course of FY18, reductions to expenses were needed in order to meet Board and external rating agency ratio requirements. UNH continues to address these structural issues as it heads into FY19, where operating expense growth continues to exceed operating revenue growth. We are currently finalizing an RFP to retain an external budget consultant. Every effort is being made to protect educational quality, integrity and value, with a goal of increasing educational quality and outcomes for the long term. Other efforts include: monetizing assets, including selling unnecessary outlying properties; removing barriers and space constraints to programs with excess demand (e.g., analytics, nursing, mechanical engineering); re-imagining the Thompson School, and evaluating opportunities for sunseting programs that are no longer core to UNH's priorities.

The UNH School of Law Library is working with UNH's Dimond and Manchester Libraries to plan the eventual merger of our online catalogs to be more efficient and effective. Building and maintaining connections between the libraries is especially important as we work to merge our catalogs; it will also take some significant financial investment.

The CIO will continue to engage technology consultants every five to eight years to provide roadmaps and assessments to ensure that UNH's technology infrastructure is positioned to meet the evolving needs of research, academic collaboration, e-learning and UNH's technology plan. Periodic assessment of IT's abilities should be performed to ensure resource allocations are appropriate. IT's strategic plan is updated yearly, with a comprehensive formal assessment every five to eight years. The CIO and associate VP for facilities will continue to strengthen their alliance, making technology planning integral to all new construction and major renovation projects.

An interim Chief Diversity Officer will be named by July 2018, with plans for a permanent hire by incoming President Dean.

Standard 8: Reflective Essay on Educational Effectiveness

Description

A. What students gain as a result of their education

Student engagement across the UNH community, with faculty, staff, fellow students, visitors and UNH partners, is a hallmark of a UNH education, a quality that can be seen easily while exploring our campuses in Durham, Manchester and Concord. Undergraduates are frequently observed walking to class with graduate students, faculty, and senior administration, and create productive, positive relationships in academic, research and extracurricular campus activities and programs.

On entering academic buildings, students find a diverse array of flyers and posters promoting research programs, majors, scholarships, lectures, presentations and independent research opportunities. Our UNH website, www.unh.edu, and robust UNH Social media pages, <https://www.unh.edu/social-media>, connect students with nearly unlimited resources and opportunities to help them get the most out of their UNH experience as students, and to continue to succeed personally and professionally after they graduate.

On the Durham campus, the [Paul Creative Arts Center](#), for example, is a vibrant hub of artistic sights, sounds and creative life on the Durham campus. The walls of the Spaulding Life Sciences Center are filled with poster after poster of student-faculty research in biological sciences. Kingsbury Hall, our center of engineering research and education, includes intriguing displays of research projects and labs where mechanical and civil engineering projects are developed and tested.

On the more intimate [UNH Manchester](#) campus, the atmosphere reflects close interdisciplinary relationships among faculty and students—faculty offices and programs are interspersed among disciplines throughout the building.

The [UNH School of Law](#) in Concord welcomes visitors with a mock-up courtroom near the entrance where aspiring law students practice the art of arguing cases before the court. Each campus affords students spaces to gather as a community and each imparts its own unique identity to UNH Wildcats.

Students thrive at all three campuses, reflecting UNH's mission and our deep commitment to high quality undergraduate and graduate instruction, to serving the public good, and to being a place dedicated to both significant research and the liberal arts. We know students thrive because we routinely assess their progress and our educational effectiveness. We do so at every level of the institution and at all three campuses, as well as more broadly by systematically surveying our graduates. For example, in our response to Special Area of Emphasis 2, see the results of a 2015 Gallup poll and the 2017 NSSE. NSSE results are backed by our own internal High Impact Report (refer to summary report in Appendices) that describes an average of nearly three (2.7) high impact practice (HIP) experiences per student upon

graduating, with the top three being the two core Discovery Program requirements and participation in the Undergraduate Research Conference (URC), one the largest undergraduate research conferences in the country, with 1,950 participants in 2018.

As discussed in our response to Standard 4, UNH has two high impact learning experiences embedded into the core Discovery Program requirements as well as multiple elective opportunities that we track through the yearly HIP report. The Discovery Program is guided by student learning outcomes published on the [Discovery Program website](#). [Writing requirements](#) are embedded into the curriculum through a “writing across the curriculum” model that is overseen by the Writing Program Director and Writing Committee. Undergraduate Bachelor degree programs also require students to complete the requirements for a major, which provide in-depth mastery of a specific discipline or of an interdisciplinary area. The rationale for each major program, along with an overview of the program, is described in the online [Undergraduate Catalog](#).

To ensure quality and integrity within the Discovery Program, the Discovery Office collects and archives syllabi from every section of every Discovery course taught and tracks the following periodically for both five-year Discovery Program review, as well as for NEASC review in order to ensure the educational integrity of the program and adherence to standards of educational excellence as envisioned by the faculty.

In general, and as also noted in Standard 4, NSSE data as well as the HIP report suggest that, in comparison to our peer institutions, our students have more opportunities to work closely with faculty, are challenged within these relationships to think critically (e.g., higher order learning), and are exposed to effective teaching and collaborative learning. Assigned writing and writing skill development, paired with a culminating experience near degree completion (senior capstone) are also areas of strength. However, the NSSE report noted areas in which we need to pay greater attention. These include fostering more student exposure to and engagement with people from diverse backgrounds as well as facilitating more reflective and integrative learning opportunities. Both of these are university-wide priorities, aligned with our mission statement, and are discussed further in our self-assessment/analysis, below.

In Durham, student success stories can be identified within each of the five colleges. For example, Paul College placed 69th nationally in [Poets&Quants 2017 Best Undergraduate Business Schools](#), the second annual ranking by the leading online publication for undergraduate business education news. Poets&Quants for Undergrads compiled the 2017 exclusive ranking based on a representative survey of 6,288 recent graduates and school-reported data. This recent ranking is the latest in a series of accolades for Paul College. In 2016, it was named one of the [top 100 undergraduate business schools](#) by Bloomberg Businessweek, the last year the publication conducted the ranking. In 2017 both the online and part-time MBA programs were ranked among the top 100 nationally and first in northern New England. UNH Manchester offers a vibrant, close-knit campus community to students, reflecting its mid-sized metropolitan environment. As New Hampshire’s largest city, Manchester holds the greatest population diversity in the state, reflected in its student body. Many students who

enroll at UNH Manchester are at a different life stage than their Durham Wildcat peers, and often hold different career aspirations. As such, innovative programs at Manchester are designed for students who may be working, raising families or pursuing a second career. The faculty and staff ensure that the vibrancy of being a UNH Wildcat prevails by offering analogous programming for health and wellness, academic supports, and a stellar commitment to excellence in teaching and research. For example, Manchester's URC runs parallel to Durham's, with 7.6% of Manchester's students participating (152 student registrations/1986 overall students in 2018).

The UNH School of Law in Concord is another different yet comparable campus in that great effort is placed to ensure that the school is embraced as part of the UNH Wildcat family and that students receive similar supports and educational expectations. As a graduate school only, UNH Law boasts a job placement rate currently at 95% within 10 months of graduating (2017 class), and alumni report working in more than 80 different countries. In addition to being ranked 85th in the nation for law schools, UNH Law's [first-time bar passage rate in 2017](#) was 93.3%—the 15th highest rate in the country, according to [nationwide bar exam results](#) published by the American Bar Association. UNH Law was ranked third best among all New England law schools in category, following Yale and Harvard. Law students are immersed in our innovative and nationally-recognized programs, from intellectual property law to health law and policy. Outside the classroom, students work alongside practicing lawyers while taking depositions, counseling clients and appearing before judges, which giving our students valuable, authentic learning experiences. UNH Law's Intellectual Property program is ranked sixth in the U.S. and has distinguished alumni in many countries.

Students also engage both nationally and internationally at UNH. Study Away USA offers many opportunities for exchange study with other institutions within the U.S. The National Student Exchange (NSE) program provides an educational experience in a different environment, within North America. One goal of this program is for students to develop new ways of viewing the country and expand their knowledge of our complex society. Through NSE, UNH students can study at one of more than 160 colleges and universities throughout the United States, U.S. territories (Guam, Puerto Rico and U.S. Virgin Islands) and Canada. Several historically black colleges and universities are exchange members, and several are members of the Hispanic Association of Colleges and Universities. Outgoing student participation in NSE has increased impressively from eight in 2015 to 26 students scheduled for fall 2018. For a full list of participating campuses, visit <http://www.nse.org/>. In addition, a one semester or full-year exchange program is available with the University of California, Santa Cruz. Student participation in The Washington Center Internship program has shown a modest but steady increase over the past few years, increasing from 15 in 2015 to 22 in 2017-18. The Washington Center is affiliated with hundreds of colleges and universities in the U.S., yet UNH is consistently one of the top five participating campuses, sending more students per year than some institutions twice our size. Several UNH students participating in these programs earned generous scholarships offered by the New Hampshire State Society, the Paul College Internship Opportunity Fund and The Washington Center.

As noted in our 2012 Strategic Plan, increasing global education is an important mission for UNH. This includes both bringing in greater numbers of students from around the world to our campuses, as well as sending UNH students to study internationally. Since 2011, we grew our international student population from 387 to a record high of 1170 in 2016. In 2017, we retained a high number (1082); however, the drop-off was likely from the political climate, consistent with national trends. We continue a strong recruitment effort in international markets, as also described in our Enrollment Plan (Appendices). Similarly, while generally just over 20% of our student body studies abroad each year, in 2016-17, we had a slight increase to 25.84%. Of note, UNH Manchester nearly doubled the number of students studying abroad.

The importance of public service at UNH is emphasized throughout both academic and extracurricular programs, as evidenced by our high volunteer participation rate. At UNH, more than 3,500 students are active in volunteer work and log nearly 90,000 hours with more than 20 nonprofit organizations. We support a number of successful national programs on our campuses, including Peace Corps, Teach for America and City Year. The Semester in the City program in Boston, in partnership with the College for Social Innovation, described below and in Standard 4, exemplifies our public service commitment and our commitment to addressing complex, world challenges. UNH undergraduates have the opportunity to spend a semester in Boston in a rigorous 30+ hour per week internship with a leading social change organization (nonprofit, business or public sector) in community development, social justice, health, education, environment, and other areas dedicated to the public good. Beginning this year, we also crafted the last Saturday of the spring semester as Unity Day: A Day of Service, designated by students, for students. On Unity Day, introduced in spring 2018, UNH students, faculty and staff volunteers join to serve our campus and the Town of Durham communities. We hope to build upon a standard of service to our community, and establish this new tradition of a university-wide day of public service.

We believe that UNH is a place where dialogue and rigorous, civil debate are institutional hallmarks. Examples are threaded throughout our curricula, and particular examples include Discovery inquiry courses such as ENG 444N “Monsters!”, ADMIN 444 “Business for people, planet, and profits,” and Mock Trial, in which students analyze and deliberate complex community and world issues. Consistent with our mission, this open debate and dialogue extends to our commitment for social inclusivity as well in creating a welcoming, universally accessible environment where all students are able to participate in the breadth of an academic experience at UNH. In fall 2017, after many months of drafting and deliberation, the Student Senate voted to include a new social media policy (<https://www.unh.edu/student-life/32-student-social-media-policy>) in the UNH SRR&R. It reflects a careful balance between freedom of expression and accountability for what we post online. Students recognize the important of not having a speech code at UNH and that the free exchange of ideas is vital to the life of the mind. However, as a community we agree upon common principles of social conduct in accordance with our mission.

B. Assessment of student learning: What and how students are learning at UNH

We recently revised our Academic Program Review ([APR guidelines](#)) to require programs to both describe and present evidence of student learning assessment and curricular growth in their self-studies. This change, described in greater detail below, will provide greater *systematic* evidence of student learning moving forward. Currently, we use a wide range of methods to assess student learning activity across our programs and campuses. Programs within each college and school have long developed and used a broad variety of student outcomes sources to better design their programs as well as to better understand their students; however, programs have used different ways of measuring student success and have applied a wide variety of descriptors. For example, programs that hold external accreditation typically have learning goals and objectives, as well as systematic assessment processes to document outcomes (e.g., occupational therapy, nursing, engineering, law), including post-graduation surveys. Further, some programs meet regularly with community fieldwork sites to ensure students are sufficiently addressing current needs and performance standards (e.g. education, social work). For other programs such as English, humanities, and studio arts, expert faculty have typically judged student work over time, against implicit expectations that guide their teaching and curricula. All examples are honored and worthy methods of student assessment in higher education, and the perspectives, among variations along a spectrum, hold strong traditions here at UNH.

In collegial fashion that also reflects a UNH tradition, faculty within departments have placed great effort over the past two years in establishing a consistent framework of explicitly stated student learning outcomes (SLOs) that address NEASC's revised 2016 standards. In fall 2016, only UNH's accredited programs were likely to have SLOs available. Our baseline estimate in 2016 was around 60-65% of accredited programs because many SLOs were not publicly available, and fewer than 10% of non-accredited programs had SLOs. As of January 2018, the majority of programs had submitted student learning outcomes (currently 74% of externally accredited programs and 84% of all others). This large leap forward was accomplished by a concerted effort by the Center for Innovation and Excellence in Teaching (CEITL) staff, NEASC team members, CEITL faculty fellows, associate deans within colleges, and departmental faculty members. In addition, the Discovery Program refreshed the [overall learning outcomes](#) that are associated with the core requirements and aligned with the university's mission statement, and made them more easily identified on Discovery's main webpage. Learning outcomes for specific category areas are in development and pending final approval of the Faculty Senate. Moreover, the movement toward more explicit statements about what we expect students to learn is well-supported by senior administrators in the provost's office.

Similarly, UNH Law will soon publish formal SLOs for all its degree programs: JD, LLM and MA. These SLOs are currently in the process of being reviewed and voted upon by the faculty. UNH Law has a school-wide competency framework in place that identifies skills that the faculty has determined are important for JD students to have upon graduation. The competency framework identifies large categories, such as problem-solving, then breaks these larger categories into smaller components. As noted above, [UNH Law](#) was ranked third best among all

New England law schools in category, following Yale and Harvard, with focused specialty areas across intellectual property law to health law and policy.

Now that we have the majority of SLOs submitted, we recognize that we need to make them publicly available as well as implement methods for measuring and using the information gathered in meaningful ways. Currently, whether SLOs are publicly available and where they are located on each programs' webpage is inconsistent across campus. We are still in development and transition to a consistent webpage format that will make SLOs more easily identified on each program's website. Another impressive achievement over the past two years has been establishing consensus to move to a standardized webpage format for each department and college/school. The new webpage template is currently being deployed and is anticipated to be completed by fall 2018. While many colleges/schools and departments are currently in the process of making public statements about what students are expected to gain from their education, the new format will make this clearer and more readily available. Further, the standardized format will make the availability of academic expectations consistent across all programs (e.g., posted SLOs, percentage pass rates on professional exams).

[Student learning outcomes](#) associated with the [Discovery Program](#) reflect the overall instructional expectations of the core curriculum and are broadly aligned with the university's mission to provide a high-quality liberal arts education with foci in research, creative expression and service. Through the Discovery Program (minimum of 40 credits) and the [UNH Writing Program](#), undergraduate bachelor degree programs ensure that students are educationally prepared as citizens of the U.S. and globally through an intentional faculty-driven curriculum designed for the 21st century.

Discovery requires general education courses that give students an introduction to broad topics in the sciences, social sciences, fine and performing arts, and humanities, including the theories foundational to those subjects and their methods of inquiry. The program is bookended by a small (~25 students) high-impact inquiry course, and a capstone course or experience, designated by the major. In addition to Discovery Program learning outcomes, [writing requirements](#) are embedded into the curriculum through a "writing across the curriculum" model that is overseen by the writing program director and Writing Committee. Undergraduate Bachelor degree programs also require students to complete the requirements for a major, which provide in-depth mastery of a specific discipline or of an interdisciplinary area. The rationale for each major program, along with an overview of the program, is described in the online [Undergraduate Catalog](#).

The Collegiate Learning Assessment (CLA) is one broad assessment of how well our students progress in several Discovery Program outcomes, as well as in their major disciplines. The CLA measures are designed to test for critical thinking, analytic reasoning, problem solving and written communication skills. We recently reinstituted a longitudinal random sampling of 200 COLA first year students who will be reassessed in 2020 as seniors. We also recently added the Writing Assessment module as part of the yearly NSSE measure to assess writing skill development across the undergraduate curriculum.

All accredited programs have self-study mandates through the Academic Program Review (APR) process that ask faculty to reflect on student outcomes and use these sources of information to revise their curricula accordingly. As discussed below in Appraisal and Projections, next steps now include making these publicly available on departmental websites, and implementing department-centric assessment plans that will be part of academic program review. Education, for example, uses a software program purchased by the department to track student work artifacts across various points in the curriculum for departmental team assessment. For programs with newly established student learning outcomes, our next phase of work is helping programs develop assessment plans that suit their preferences.

Departments, programs and colleges also collect qualitative stories about student successes as evidence of educational effectiveness. Many are available on departmental websites and relate a contextual richness that quantifiable measures cannot always capture. Several examples of student success stories include:

- <https://www.unh.edu/unhtoday/2017/12/woods>
- <https://www.unh.edu/unhtoday/2017/08/bio-brain>
- <https://www.unh.edu/unhtoday/2018/02/energy-change>
- <https://www.unh.edu/unhtoday/2018/05/unh-senior-will-teach-palestinian-territories-through-fulbright-award>
- <https://www.unh.edu/inquiryjournal/spring-2018/life-cycle-assessment-lca-comparing-disinfection-options-drinking-water-treatment>
- <https://manchester.unh.edu/blog/campus-news/student-leaders-recognized-sixth-annual-award-ceremony>

Departments and colleges use these stories for multiple purposes including a measure of student success in each major, as well as for recruiting other students for whom the areas of study and the university would be a good match. Importantly, faculty also use student stories to adjust curriculum as needed. We know this anecdotally from speaking to faculty, but what we recognize through self-study is that we do not systematically collect student outcome information across all departments and colleges nor do we apply information from assessment in systematic ways. Projections on what we hope to accomplish are discussed below in Appraisal and Projections.

Another measure of successful student engagement and educational effectiveness is the number of students who participate in undergraduate research. The UNH [Undergraduate Research Conference](#) (URC) is one of the largest conferences of its type in the nation; this year over 1,950 students presented their research collaborations with faculty. Moreover, the HIP report (Appendices) counted 3,132 participations in the 2017 graduating class of 2,262, reflecting an average three unique HIPs per student, and nearly 900 incidences of student repeat participation. Of note, the additional experience beyond the Discovery requirement and repeat participations are not required and can be assumed to reflect student interest and motivation in participating in these practices. As an elective activity, our high HIP participation

rate reflects the strong commitment of the faculty to entice students to ask questions and participate in meaningful inquiry, often in close working relationships with faculty.

The UNH [Center for Excellence and Innovation in Teaching and Learning](#) has deep expertise in the science of learning and facilitates the implementation of valid methods for understanding student learning and success at UNH. To translate this expertise into local practice, CEITL partners with individual faculty and programs to incorporate teaching from a tailored [Cognition Toolbox](#) into individual [courses and programs](#). This partnership extends beyond course and assignment design and includes conducting valid assessments of student learning, retention, and knowledge. The CEITL [Mid-Point Assessment Program \(MAP\)](#) is an example of another partnership through which CEITL applies its expertise to help faculty gain valid insights into student learning and success in their classes. In order to promote the distributed gathering of quality information on student learning, both CEITL and the UNH Writing Program have provided [workshops](#) and [other guidance](#) for departments on conducting valid assessments and using the [American Colleges and Universities Value Rubrics](#) as valid vehicles to guide the collection of quality information on student learning.

Faculty, staff and administration frequently collaborate in creative curricular development to promote enhanced learning experiences for students. One example is the [FIRE program](#) in Paul College. In response to concerns about trends in student performance, the First-year Innovation and Research Experience (FIRE) was introduced as part of the Paul College curriculum during the 2015-16 academic year (refer to Appendices for full report). The goal of FIRE is to help students become engaged members of the broader college community while beginning the process of developing the skills needed to become personally and professionally successful. At the most basic level, the FIRE program can be viewed as a much-needed bridge across the divide between high school and college while at the same time assisting with the development of a broad range of skills needed for academic, professional and personal success during the college years and beyond. To accomplish this goal, the FIRE program offers an alternative to a dorm-centered peer environment by placing the students in teams of 20-25 that meet weekly and are focused on academics. Thirty teams (encompassing the entire first year class), led by a peer advisor and alumni mentor, compete to select their challenge and then become part of a year-long competition that culminates at the UNH Undergraduate Research Conference (URC). Examples of the grand challenges include: artificial intelligence, education, food security, health care and transportation.

C. Measures of student success, including retention and graduation

UNH is a world-class public research institution with an uncommon commitment to student success. Student success can be measured through progression, retention, transfer and graduation rates, as well as licensure pass rates and employment rates. These measures demonstrate that UNH students are thriving. For example, our 86% first year retention rate (at Durham campus) places us among the leaders in U.S. public higher education. Moreover, our six-year graduation rate is equally impressive; at 77% we are 20 points higher than the average for four-year public universities. At the graduate level, the retention rate (89%) and the graduation rate at 150% time (84%) at master's level are also impressive. At UNH Law, the JD

attrition rate has decreased from 18% to 9% from six years ago showing the school's effort on improving retention.

We are in the process of implementing EAB's Student Success Collaborative both at Durham and Manchester. EAB has built a customized Student Success Predictive Model (SSPM) that predicts the graduation likelihood of our students. The SSPM uses student records to predict the likelihood that any given student will graduate within six years from matriculation date. Combined with success markers that we plan to develop for each of our majors, our goal is to increase both our retention and graduation rates. We have done a detailed analysis of where the issues are with respect to lower graduation rates.

COLA heralds student success stories on its [website](#), as do [CEPS](#), [CHHS](#) and [COLSA](#). These student success stories help frame the quantitative markers of success, including the successful pass rates on national and state examinations (please refer to Data First Form 8.3). Many programs at UNH prepare students for post-graduate jobs and these placements are dependent on national licensure exams. UNH has a long history of success in this area that is evidenced by consistently high pass rates across programs. Similarly, COLSA students taking the MLS Board of Certification (ASCP), the national exam for medical laboratory professionals, had a perfect 100% pass rate over the past three years. Some programs at UNH, such as education (COLA), focus on state boards of certification and licensure. In the case of education, the Praxis Core certification tests measure knowledge in reading, writing and mathematics. In the past three years, 327 students have taken this exam and 307 of them passed. This pass rate of nearly 94% is indicative of the strong teacher preparation programs across the university. In CEPS, 16 engineering students passed the national engineering exam within 12 months of graduating (2017; 70% pass rate). CEPS and CHHS both, as part of their external accreditation, have several programs that routinely conduct post-graduate surveys of alumni; however, there is systematic sharing of these surveys across campus.

In the College of Health and Human Services (CHHS), the majority of the programs are pre-professional in nature and typically heavily focused on experiential learning (e.g. social work, nursing, occupational therapy, athletic training). For example, 96% of undergraduate students participated in one or more internship or clinical placement. Accordingly, pass rates on state or national exams are highly indicative of these programs' educational success. For example, for the National Board for Certification in Occupational Therapy (NBCOT), of the 237 students who sat for the exam since 2014-15, only four have not passed, for an average pass rate of 98%. Similarly, nursing had a 100% NCLEX pass rate for the most recent graduating class. Further, graduates of CHHS as a group reflect 61% employment within 10 months of graduation and 35% are pursuing further education. As shown in the [First Destination Survey](#) for the Class of 2017, this correlates to 75% of CHHS respondents being in a job related to their major.

UNH student success is also measured by exemplary and/or outstanding achievements. During the past three years (AY 2015-16 to AY 2017-18), the number of applicants for nationally competitive awards has been strong, with between 170 and 190 students and alumni competing annually. Each year, approximately one quarter of applicants are awarded

scholarships, named honorable mentions, or advance as finalists in these competitions. Additionally, the performance of UNH applicants in specific competitions has been excellent. For example, UNH has had multiple winners in Science, Math and Research for Transformation (SMART) scholarships every year since 2012; in 2016-17, we had five recipients and in 2017-18, we had four recipients. This rivals other schools with strengths in STEM education, such as Drexel and University of Illinois Urbana Champaign. Likewise, UNH students have been remarkably successful in the Fulbright competition. In the last three cycles, a total of 43 UNH students and alumni have applied. Of those, 23 were offered awards, for a remarkable 53% success rate. Finally, UNH was recognized as a Top Producer of Gilman Scholars in the Medium Colleges and Universities Category (5,000-15,000 students). With 13 recipients in 2016-2017, we were in the top 10 of the top producers for schools of our size.

We have seen steady growth in international student enrollments over the past three years. The number of international students increased from 621 in Fall 2015 to 798 in Fall 2017. We will continue recruitment efforts to bring these students to campus (see Appendices for draft enrollment management plan). We recognize the importance of having international students on campus as well as sending our students internationally to study and are planning efforts to better measure the effectiveness of these value-added experiences for each UNH student. This follows findings from NSSE assessments suggesting that many UNH students report less-than-optimal experiences and exposure to persons who come from different cultures than their own.

Co-curricular activity is well-recognized at UNH as being an integral part of each students' overall education and academic growth. We offer a wide variety of opportunities that students can find through [Student Life](#) or through the Memorial Union Building ([MUB](#)) websites. Building a high quality of life for each student as a Wildcat is valued at UNH. Broader expectations about what the university offers are well publicized. Examples include [residential life](#), [health and wellness](#), [athletics](#), [social events](#), [opportunities](#), [clubs](#), [career services](#), etc. Residential Life, for example, routinely surveys students each year regarding their experiences (refer to Res Life Summary in Appendices). Some highlights from their fall 2017 survey, which received an overall response rate of 86% of students living in residence halls across campus, showed that 95% of students liked living in their hall, 98% respected their Residence Hall Director (RHD), 86% believed their RHD helped them make social connections, and importantly, found that 80% of students from underrepresented groups/students of color noted that their RHD knew their name. This was in comparison to 67% of white peers. This metric is especially important because of the campus-wide initiative to ensure community inclusivity. Residential Life also launched two new Residential Learning Communities (RLC) on campus, in collaboration with Paul College and COLSA. An ongoing CEPS partnership with Residential Life, InCEPStion, has been successful for a number of years.

UNH also offers unique niches for special interests aligned with or [complimentary to major areas of study](#). For example, several cognates are available for specialized skill development in areas that enhance major degrees. [Technical Writing and Public Speaking](#) as well as [Skills and Perspectives for the Digital World](#) are both cognates that fit well with any undergraduate major. Further, we are a leader in [sustainability](#) and also offer special study opportunities like

[Semester in the City \(SiTC\)](#). UNH was the first university to partner with the College for Social Innovation to offer this unique program and is now the University of Record for the program. UNH undergraduates have the opportunity to spend a semester in Boston in a rigorous 30+ hour per week internship with a leading social change organization (nonprofit, business or public sector) in community development, social justice, health, education, environment, and other areas dedicated to the public good. The 16-credit SiTC program includes an intensive evening course that examines the theory and practice of various social change approaches, and a series of Friday seminars and reflective workshops, thereby equipping a new generation of leaders who understand both direct and systemic approaches to social and environmental change.

We also carefully track measures of success for students who come from less-represented groups, who may have entered underprepared, or who come from lower socioeconomic backgrounds and receive support from CFAR, Student Support Services (SSS), and the [McNair Program](#), a federally sponsored TRiO program. For example, each year our UNH McNair Scholars Program serves up to 32 UNH sophomores, juniors and seniors who are low-income, first-generation students, as well as students who are historically underrepresented in graduate education. Data from AY 2016-17 showed a 97% program completion rate, with 56% of students accepted and enrolled in a post-baccalaureate program by the fall term of the academic year immediately following the BS/BA degree, compared to 21% of overall UNH graduates. Further, we average around 29% of participants obtaining a doctoral degree within 10 years of the attainment of the bachelor's degree, a significantly higher percentage than the national average of 6.74% (2015) of earned doctorates by Black people, Latinx and Native Americans.

Of particular note, our student athletes excel at UNH; we hold their academic preparation with as high regard as we do their athletic accomplishments. The academic performance of student-athletes has been consistently high at UNH. The athletic program at UNH typically includes between 510-525 undergraduate student-athletes. In 2017, the 518 student-athletes represented over 80 majors throughout the university. The academic performance of UNH student-athletes mirrors the performance of the general undergraduate student body. The average semester GPA for male teams at UNH in 2017-18 was 3.04 and for female teams the average semester GPA was 3.39. This compares favorably to the semester GPA for all male undergraduates (2.99) and female undergraduates (3.25). UNH has won the America East Academic Cup in each of the past three years. This award recognizes the university with the highest student-athlete GPA among the nine member institutions. The federal graduation rate of the 2010-11 cohort was 77% for the undergraduate student body and 83% for UNH student-athletes receiving athletically-related financial aid. In addition to the federal graduation rate, the NCAA calculates an additional graduation rate, the Graduation Success Rate (GSR), which takes into account the context of athletics. The 2010-11 cohort from UNH had a GSR of 92%. The national average is 86%. Both the federal graduation rate and the GSR place UNH among the top schools in our athletic conferences and nationally among public land grant universities.

As noted earlier, UNH Law will soon publish formal SLOs for all its degree programs: JD, LLM and MA. These SLOs are currently in the process of being reviewed and voted upon by the faculty. UNH Law has a school-wide competency framework in place that identifies skills that the faculty has determined are important for JD students to have upon graduation. The competency framework identifies large categories, such as problem-solving, then breaks these larger categories into smaller components. In addition, UNH Law Academic Rules delineate the requirements for all degree types. For the JD program, these requirements are anchored in ensuring that graduates can sit for a state bar examination and be admitted to practice law in one or more jurisdictions. The [Academic Rules](#) for UNH Law are publicly available.

We recognize that academic success is deeply affected by all aspects of the university, including the overall psychosocial climate, as indicated in the [Campus Climate](#) report. As noted in Standard 5, we have responded to the national trend in student mental health concerns by increasing our Health and Wellness services as well as reorganizing and strengthening Psychological and Counseling Services. Changes include increased staffing as well as improved wait times and triage services. This is a timely response, as the rise of psychological concerns and disability on the UNH campus, as well as nationwide, point to the need to develop more effective prevention and intervention strategies. For example, psychosocial-related student concerns reported at UNH are similar to national trends. According to the National College Health Assessment (American College Health Association) that was conducted by UNH Health and Wellness, in 2017, 33% of UNH students reported that stress impacts their learning, while 22% say the same about anxiety. The UNH sample is based on 900 respondents to the survey but data is reported similarly to the national sample of 63,000 students who report stress (30%) and anxiety concerns (24%) impacting academic performance.

To further illustrate co-curricular learning, student employment through the [Memorial Union Building](#) (the campus student center) strives to build skills that will enhance classroom learning experiences. Core values and outcomes such as student-centered, community, diversity and fiscal responsibility are clearly presented and addressed on the student [employment page](#).

D. Satisfactory levels of student achievement on mission-appropriate student outcomes

As stated in UNH's mission, we focus on delivering high quality undergraduate and graduate education through a dedicated and engaged faculty presence. Our metrics on what students do following graduation and their perception of how UNH has prepared them for their futures tell us that we are mission-centric. For instance, the [First Destination Report](#) produced by CaPS provides annual first destination data for recent graduates. With an impressive 74% response rate within the first six months of graduating, over 2000 graduates from 2017 reported on their experiences at UNH, as well as their "first destinations." Ninety-three percent of graduates reported having a positive outcome following graduation. Specifically, these data represent university-wide averages on employment, internship, and undergraduate experience and participation. Of respondents, we know that 91% either moved immediately into jobs or entered graduate schools. These rates are among the highest in the nation. Further, 76% of

recent graduates were employed, 14% pursuing further education, 7% were seeking employment, and 3% fit into an “other” category. Of these employment placements, 62% are in a job related to their major. Similarly, 75% of undergraduates participated in one or more internships during their time at UNH.

Ninety-five percent of UNH Law’s 2017 JD graduates were employed within 10 months of graduation, the ABA’s deadline for job reporting. In addition, 85% of those graduates secured jobs requiring bar passage, and 91.8 percent obtained jobs that required either bar passage or a law degree. <https://law.unh.edu/news/2018/04/unh-law-celebrates-outstanding-employment-outcomes-first-time-bar-passage-success>

While student learning outcomes and academic expectations are of paramount importance to the culture of UNH, equally important is co-curricular learning and experience. In particular, Residential Life plays a central role in helping students to navigate and engage as an individual living within a vibrant campus community. For example, Residential Life has identified social justice, a mission central to the university values, as a critical learning outcome, and thus coordinates programs and goals to address such issues (e.g., Bias Gallery, Safe Zones, The Hungry Planet). It is difficult to measure the impact of such programs. We have feedback, however, from a fall 2017 Residential Life assessment (86% campus wide return rate). In particular items such as *“My residence hall is a place where civility and respect are fostered”* (96% strongly agree, agree) and *“I am satisfied with the quality of weekend programs in my hall”* (93% strongly agree, agree) highlight the positive and respectful climate in the residence halls. Programming efforts also were highlighted in the 2017 Residential Life Annual Report (Appendices). For instance, increased efforts in social justice; implementation of new software (StarRez) to manage assignments, inventory, reporting and resident assistant selection; and restructuring of residence hall director (RHD) searches and ultimate hires, enhanced this positive climate. This resulted in nine new hires, all of whom hold a master’s degree. One third of these hires are RHDs of color and also include several men. Previous patterns indicated more females than males, so this restructured search process proved salient.

As important as these rates are, we are also concerned about the satisfaction and perceived success students place on their post-graduate plans, as well as their perceived connections to faculty. Across the university, of the First Destination Survey respondents, 84% either strongly agreed (56%) or agreed (28%) they were satisfied with their post-graduate plans. This evidence suggests that efforts to better help students identify clear paths to success post-graduation from UNH have been successful. And as noted above, our HIP, NSSE, and Residential Life surveys, along with URC participation rates, give us sound, converging information about how closely students connect to faculty at UNH.

Findings and Analysis

Both the NSSE and the CLA provide institutional-level insight on student success and learning at UNH. As noted above, NSSE data as well as the HIP report, described earlier, suggest that in comparison to our peer institutions, our students have more opportunities to work closely with

faculty, are challenged within these relationships to think critically (e.g., higher order learning), and are exposed to effective teaching and collaborative learning. Assigned writing and writing skill development, paired with a culminating experience near degree completion (senior capstone) are also areas of strength. However, the NSSE report noted areas in which we need to pay greater attention; these include fostering more student exposure to and engagement with people from diverse backgrounds as well as facilitating more reflective and integrative learning opportunities. The CLA has just recently been re-implemented; at this time, we have only baseline data that reflects that our first years are coming into UNH appearing much like other first year students across our peer institutions. We will continue to sample students yearly and plan to use the resulting information to further our understanding of where and how well we impact these students academically. To date, unfortunately, there has been little or no systemic mechanism for distributing the findings of these instruments (particularly the NSSE/HIP reports) outside of proponent offices to prompt local program improvement. The same issue applies to the expertise of CEITL, which is offered on a voluntary basis. There are also other sites of activity across UNH that are operating in local contexts, for example programs involved with external licensing or accreditation.

UNH has proposed several major initiatives to improve the way we work together. At the institutional level, the most significant initiative proposed is the redesign and implementation of an [enhanced CEITL](#) structure, the outcome of a comprehensive three-year [study of teaching and learning at UNH](#). To address the fragmentation of expertise and information on student learning and success across UNH, the director of the enhanced CEITL would occupy a new space at the nexus of [multiple programs](#) and college liaisons, and would be positioned to plan and coordinate the work of academic programs across campuses as well as facilitate university-wide dialogue and planning regarding significant issues related to teaching, learning and assessment. With the maturing of the new CEITL structure we hope to regularize information sharing to improve the accuracy of data and enhance our understanding of student learning and success across UNH.

The President's Task Force on Campus Climate recently released its [Campus Climate](#) report which outlines several recommendations and steps (some already taken) to improve the overall climate at UNH. Of most importance is the recommendation that the task force become a permanent structure, renamed the President's Advisory Council on Campus Climate. Some examples of action taken by the task force and the broader UNH community over the past year include:

- Ongoing discussions of strategies to address Cinco de Mayo this year and going forward. These discussions resulted in a new day of public service across all campuses, "Unity Day" (described above).
- Created a publicly stated social media policy (now included in the Student Rights, Rules and Responsibilities).
- Increased opportunities for diversity training (as of this date, nearly 2,000 employees have participated in various forms).
- Increased opportunities to participate in the Safe Zones Program (to date, approximately 1,300 students have participated).

- An additional 1,700 students engaged in training related to equity, inclusion and community-building.

Further, the Office for Multicultural Affairs offered a series of dialogues and training on diversity-related topics that engaged nearly 1,000 students, and university police have undergone diversity training and have developed a plan for ongoing trainings.

Student learning outcomes (SLOs) have been completed for nearly all programs offered at UNH (refer to Standard 8 for more information). However, we are still in development and transition to a consistent webpage format that will make them more easily identified. Currently, whether SLOs are publicly available and where they are located on each programs' webpage is inconsistent across campus. While SLOs have been completed for nearly all programs offered at UNH, a significant increase from two years ago, we have not yet reached our target of 100%. As noted above we are at 74% submission rate for accredited programs and 84% for non-accredited programs. Further, we recognize that our energy now needs to focus on how faculty within programs and departments use SLOs to better assess and shape the curriculum as well as methods of instruction.

At the local level, the recently revised [Academic Program Review Policy](#) will make comprehensive review more reflective of institutional goals. Specific to the question of understanding student learning and success, there is a requirement for programs to provide "how faculty assesses student progress and learning outcomes" (APR, p.13). This component of the policy will make local methods visible in a way that they were not previously, especially in non-accredited fields, and thus allow them to be reviewed and adjusted to ensure validity as well as to gain a broader perspective across the university.

While claims about the success of the FIRE program are still somewhat premature, based on only two years of data currently, trends in student academic and overall UNH engagement metrics are highly optimistic. For example, we have documented a modest GPA increase in first year students (fall to spring semesters) from below 3.0 in the year prior to FIRE's implementation to two full years of above 3.0 during the first year. Moreover, the program has seen an increase in student participation in events, clubs, organizations and game elements; this spring, 87% of student participants (N=549) responded that they believed FIRE had helped them succeed academically.

Two years ago, the [Career and Professional Success \(CaPS\)](#) team operationally took flight. Backed by the Curran Report, CaPS began its transformation with the aspiration to develop Career and Professional Success as a hallmark of a UNH education. Today, CaPS is comprised of a unified team of 24 professionals focused on strategy, technology, data, employers, marketing and internships who represent a 1/625 staff to student ratio. Career teams are now embedded in every college partnered with deans, and faculty are partnering in college academic endeavors. Some of the results of these partnerships include a 78% student internship placement rate in 2017, representing a 10% increase from 2016. Moreover, our CaPS-wide fall and spring career fairs attracted a record-breaking number of students and employers. In addition to our university-wide fairs, each college hosted or supported at least one boutique

fair. Nearly 30% of our students attended a career fair this year. We anticipate further successes as we recently implemented Salesforce software to better track and manage over 2,000 employers, of which nearly 50% are N.H. based. Further, we recognize the need to more systematically conduct and share post-graduate surveys of alumni across campus.

Appraisal and Projection

As described primarily in Standards #4 and #5, UNH students get a world-class, high-quality, inquiry-based education that also includes at least two high impact educational experiences. Beyond receiving a first-class education, many of our students participate in high impact experiences such as research, study abroad, honors thesis, fellowship applications leading to prestigious awards, national student exchange and Semester in the City. The percentage of students who are either employed or attending graduate school six months after they graduate is an important metric that is testimony to the high quality of education that students receive. For the class of 2017, this number was 90%. And our most recent Gallup survey conducted in 2015 highlights the fact that our graduates continue to be successful years after they graduate, finding that UNH alumni are 60% more likely than graduates nationally and those from other large public universities to be thriving in all five elements of well-being, namely financial, physical, community, purpose and social. Our Academic Quality Metrics clearly show that the professional pass rates of our students in the bar exam, nursing, engineering, education, etc., are outstanding and above the national average.

The Panel on Teaching and Learning noted in 2015 that the UNH community takes pride in its teaching excellence and the quality of student learning. Through surveying the campus community, the Teaching and Learning Panel found that substantial work at UNH focuses on enhancing teaching and learning on campus, conducting diverse and varied research, and developing strong external partnerships. CEITL plays a vital role in supporting the university's Strategic Plan through its activities, including leveraging UNH's intellectual capital; enhancing our research, scholarship and creative activity; and strengthening learning environments for the 21st century. The core of the center's mission is the creation of a strong culture of innovation and excellence in teaching and learning through the development of structures and activities supporting the pillars of teaching and learning, assessment, scholarship and engagement with community partners. CEITL has been involved in the development of SLOs.

We have a goal for the next five years that aims for 100% SLO completion across all campuses. These SLOs will be readily available on each program's webpage, following the new template design currently being deployed. We also plan on developing an improved infrastructure that supports faculty within programs and departments in developing faculty-designed SLO measures that fit each program's mission. This strategy of measurement, assessment and reflection is intended to assist faculty in effectively shaping each program's curriculum as well as methods of instruction. The human resources to develop a stronger assessment infrastructure are available at UNH, but currently co-located in several places. The computer infrastructure to support this work is already underway with the new webpage transitions and within our current LMS (Canvas) that is already a repository for up to five years of samples of

student work. Conversations about establishing teams within departments to apply assessment rubrics systematically to work on these samples, and assessing one to two learning outcomes per year has already begun and will increase in focus beginning this fall (2018).

We also recognize that we are under-evaluating our success as an institution when we do not track the effectiveness of some of our unique opportunities and programs for students. For examples, SiTC, FIRE and the Sustainability Institute each represent extraordinary opportunities for students to participate in in-vivo, inner city internships early in their academic careers (SiTC), in first-year teams focused on enhancing academic and extracurricular participation (FIRE), or to work with and learn from faculty in one of the premier sustainability institutions in the country, as described above and also in Standard 4. We need to develop better methods to capture student experiences in these and other innovative programs, similar to how we have begun assessing student outcomes from the FIRE program, but which describe students' perceptions from having participated in the unique offerings that set UNH apart from peer institutions. We have long recognized through anecdotal sources that both study away and study abroad programs offer an enriched academic and psychosocial experience for students. We also recognize that we could better capture the overall value of such experiences to students and plan to explore ways to do so over the next five years.

The main purpose of developing SLOs and doing outcomes assessment for each of our programs is to ensure "continuous improvement." This can only be achieved if we close the feedback loop by noting and correcting the deficiencies. In addition to core outcomes and learning goals, it is important to evaluate whether students are able to communicate well, have an appreciation of professional and ethical responsibilities, can function effectively in a team, and have an appreciation of contemporary issues.

Looking ahead, our general education program, Discovery, requires an overhaul. Through shared governance, we will be examining ways to make the program more meaningful and efficient. This will be one of our top goals. The program is currently undersubscribed in some of the categories like World Cultures and Environment, Technology and Society. We are looking at data such as section fill rates, course completion rates and DWFs as we strive to achieve a program that is attractive to students and at the same time fulfills our cherished goal of increasing both retention and graduation rates.

While our six-year graduation and retention rates (77% and 86%, respectively) are high, affordability and accessibility are issues that we take very seriously. We are very proud of the Granite Guarantee, a financial aid program that makes college possible for qualified first-year N.H. students by covering the cost of tuition for four years. This program defines our commitment to providing a world-class education at the state's flagship public research university. The Office of Enrollment Management is keen to increase student quality, retention and student diversity. The Hamel Scholars and Hamel Scholarships Program provides [merit scholarships](#) and special recognition to exceptional students from N.H. who have demonstrated academic excellence, leadership and community involvement. We have seen a tremendous growth in this program and our goal is to sustain this recruitment effort.

The graduation rate at the Manchester campus (44%) is not ideal as there are more non-traditional students (part-timers and adult learners). Manchester has been focusing their effort on recruiting and retention. While graduation rates are strong at the master's level, the doctoral level graduation rates are lower (150% time is 47%). The Graduate School is exploring how to help the small number of doctoral students graduate within reasonable time.

We have been fairly successful in rolling out EAB's Student Success Collaborative with the main purpose of enhancing student success. As we look ahead, we would like to develop success markers for each program that allows us to forecast a student's ability to graduate in four years. EAB has built a customized Student Success Predictive Model (SSPM) that predicts the graduation likelihood of our students. The SSPM uses student records to predict the likelihood that any given student will graduate within six years from matriculation date. Predictors include: average credits attempted per term, overall grade variance, ratio of earned to attempted credits, student's cumulative GPA ranked in terms of percentile when compared to other students declared in the same major, credits attempted current term, number of D/F grades earned in previous term, total number of D/F grades earned, average success outcome of students declared in same major, legacy indicator, proportion of transfer credits, term GPA, and number of W grades. We plan to roll this out in the near future.

Standard 9: Integrity, Transparency and Public Disclosure

Description

Academic integrity and intellectual truth are among the foremost priorities in institutions of higher education. These values are essential to learning, teaching, critical thinking, creativity, personal growth, the development of new knowledge and the free and open exchange of ideas. The University System of New Hampshire Board of Trustees confirms its commitment to these principles, and expresses its expectation that, in the pursuit of learning, students, faculty and staff in USNH institutions commit themselves completely to integrity and truth. [The USNH charter](#) is available online. As such, UNH formulates, administers and makes available its own policies and regulations on academic and research integrity, and communicates these to administrators, faculty and students on a regular basis. UNH's [policy manual](#) can be found on the USNH website.

The president's webpage proudly displays the [mission statement](#) of UNH. This mission statement is embraced within the unique mission statement of each college/school at UNH. Across each college/school website, statements about what students may expect when attending UNH vary somewhat. While all college/school webpages note overarching learning objectives for each program, it is not always easy to identify student learning outcomes specifically, or where to find information on professional licensing and national examination passage rates. [Full reports and highlighted data from UNH's First Destination](#) survey of undergraduate and graduate students who graduated in 2017 were recently posted online. With transparency and open access to the public, these survey results demonstrate the tremendous [Career and Professional Success](#) support services that students access while they

are attending UNH, and the success they achieve in securing employment or moving on to public service or further higher education.

UNH values integrity, honesty, openness, transparency and responsibility in all its dealings. In this spirit, UNH embraces a [shared statement](#) of our commitment to uphold the ethical, professional and legal standards we use as the basis for our daily and long-term decisions and actions. Further, UNH has a history of honesty, integrity, and compliance with the Commission's standards, policies, requirements of affiliation and requests. For example, UNH regularly updates yearly financial and academic-related reports (e.g. IPEDS, NEASC, etc.) in a timely manner. It also worked closely with the Commission (CIHE) throughout the process of uniting with Franklin Pierce School of Law to become UNH School of Law in 2013.

As documented in the Standard 9 Data First Forms, information regarding admissions policies, financial disclosures, faculty, staff and student fairness policies, including grievance resources, articulation agreements, and other resources pertinent to the mission of the institution, are made publicly available. As discussed in Standard 7, we have been working to ensure more consistency and timely updates to our webpage infrastructure, as well as to improve "viewability" and user access.

The office of the senior vice provost for research oversees [research integrity policies](#) that are listed on the office's website and upheld through various programs, such as UNH's program for the humane care and use of vertebrate animals, as well as the Institutional Animal Care and Use Committee (IACUC) and UNH's responsible conduct of research and scholarly activity program. The office also oversees several committees focused on disclosure and integrity.

Academic integrity policy statements are provided to students in the [Rights, Rules and Responsibilities Handbook](#) and are used to guide all academic work. Integrity of the faculty is highly valued. The provost makes available a public statement on the integrity of faculty in their teaching and interactions with students in the [Faculty Resource Guide](#) developed and regularly updated by [UNH ADVANCE](#).

[Policies](#) are guided by fairness and academic honesty. UNH ADVANCE periodically sponsors a [climate survey](#) that makes transparent the current "temperature" of faculty perceptions at the university. The 2017-18 report is pending. Further, President Mark Huddleston sponsored a series of "Town Hall Meetings" since 2016, with an open invitation to the broader UNH community, including the surrounding towns, for open dialogue around concerns and initiatives.

Following the self-study report and accreditation in 2014, we recognized that there was insufficient oversight of UNH's catalog which affected integrity and consistency of content. For example, numerous websites duplicated catalog content. In response, the academic catalog management process was transitioned to the Office of the Registrar approximately three years ago. CourseLeaf Academic Catalog software was implemented in AY 2017-18, providing modern, cloud-based technology with the ability to feed academic program descriptions and

course requirements to the college and school websites, drawing course information directly from Banner SIS, the university's system of record for course data. Degree requirements in the catalog inform Degree Works, (degree audit software), ensuring consistency, clarity and accuracy. We also implemented CourseLeaf CATImpact, a searchable web interface to the catalog that allows users to sort and filter programs using a standard template. All of the improvements ensure the catalog as a single source of academic requirements and course information and facilitate and support a more transparent review and approvals process.

[Institutional Research and Assessment](#) makes publicly available all descriptive information about the university's student body, including [NEASC/CIHE accreditation status](#). Both the [president's](#) and the [provost's](#) office websites provide information about senior administrative and other staff, as well as faculty. The [Financial Aid Office](#) publishes information about the total cost of education and net price, including the availability of financial aid, and the expected amount of student debt upon graduation. The financial aid office works closely with students to help them understand debt repayment information and is also available to help students and prospective students make informed decisions about the cost of their education.

Appraisal

The prior self-study identified several issues with the catalog process that have now been mostly addressed. Currently, we are aligning all colleges to the new CourseLeaf platform and anticipate we will be consistently aligned within the year. To date about half of colleges/schools have made the transition. This is a good example of our efforts to maintain integrity in the information we provide to our students and to the general public.

Websites across the university have been inconsistently organized and managed, allowing for potentially conflicting sources of information. For example, there were many college and school websites using different Drupal templates with different functionalities. Our transition to a consistent template and webpage platform, led by AT, is under way and anticipated to be completed by the end of the year. Again, this is an example where the high level of consistency that we are trying to achieve reflects well on the integrity and transparency of the information we try to provide to the public. These best practices are being adopted across all campuses: Durham, UNH Law in Concord and UNH Manchester.

Recently, we implemented a new social media policy, posted in the Student Rules, Rights, and Responsibilities. Faculty have been encouraged to use this policy as a guide for their syllabi. Further, President Huddleston has reinforced strong support for first-amendment rights while navigating concerns about hate-speech. Recently, [UNH was rated highly for supporting the free exchange of ideas and speech](#).

Projections

By building new college and school websites, creating standards both in design, functionality and user interface, we are ensuring that we improve efficiency and brand recognition among

our websites. Further, we are now able to designate “single sources of truth,” pages or tools that will be the definitive source of complete, accurate data and will feed data to the rest of the websites. Using updated Drupal technology will allow for easier site updates, better media asset management, and easier uploading of content from other data sources in a timely fashion.

Aligned with our work on improving the efficiency and accuracy of our websites, we also reviewed webpage titles to ensure inclusivity. For example, we renamed a page from “Campus” to “Student Life” so that commuter and online students would not feel excluded.

INSTITUTIONAL PLANS

Our [Strategic Plan](#), *The University of New Hampshire in 2020: Breaking Silos, Transforming Lives, Reimagining UNH*, will end in 2020. This plan has provided the framework for strategic growth with a focused commitment in five primary areas: innovations in workforce and STEM education, fundraising, enhancing the UNH brand, strengthening and diversifying enrollment, and deepening our research and commercialization efforts. We have made great progress in each of these areas, for example: significant growth in STEM majors; completing our Celebrate 150 capital campaign which raised over \$300 million, far surpassing our goal of \$275 million; and expanding commercialization of our research enterprise, with royalties exceeding \$1 million for the first time in our history. We anticipate continuing efforts in these areas over the next five years as well as addressing the following initiatives and issues.

Current Initiatives

With the arrival of our new president, James W. Dean, Jr., in July 2018, we are starting a review to identify a focused set of key strategic directions that will be pursued over the next five to 10 years. In addition to assessing progress made to date on the Strategic Plan and considering new strategic directions, the review and renewal process will also integrate the recommendations of the President’s Task Force on Campus Climate regarding student and faculty/staff recruitment and retention, incorporate the recommendations of the 2017 task force on the status of interdisciplinarity in our academic programs and research, and involve meetings with constituencies across the campus and the state to strengthen our partnerships and economic impact. In addition, the university will focus on ensuring that each Responsibility Centered (RC) Unit has a current strategic plan that aligns with university priorities and strategic direction and includes outcome measures to determine institutional effectiveness.

Initiatives are currently underway to implement university-wide retention and student success efforts using data collected through EAB’s Student Success Collaborative. A collaborative effort across enrollment management, student affairs and facilities, the goal is to increase our retention rate from 86% to 90% by 2021 and increase the 4- and 6-year graduation rates. As part of this effort, we will build on the success of our TRIO programs and Student Support

Services managed by the Center for Academic Resources (CFAR) to ensure that diverse populations of students achieve similar or better results than the general population.

Current Issues

The university has responded well to limited state support, which represents only 8% of our annual revenues. In recent years, the budgeting process has revealed a structural deficit of between 1% and 2% per year, and the Board of Trustees (BOT) requires UNH to have an operating margin of 3%. This structural deficit, which has compounded over multiple years, places the university in a vulnerable position with respect to maintaining our academic excellence, preserving access and affordability for students, addressing deferred campus maintenance, and maintaining adequate fund balances to meet the mandated BOT 3% margin. Since the structural deficit was identified, a great deal of effort has gone into expense reduction across all RC units to increase our operational efficiency and financial health. Going forward, there will be focused efforts on reorganization, revenue generation, and enhancing our organizational efficiency. Goals include ongoing collaborative efforts with the University System of New Hampshire (USNH), examination of current implementation of shared services, and elimination of financially unsustainable programs and services. UNH strategies for revenue growth will focus on increasing the net tuition revenue and expanding use of university resources and facilities year-round to include summer programming. Further, we are planning for modest academic program expansion (primarily in professional master's programs), greater emphasis in seeking grants and contracts focusing on federal and state agencies, corporate partnerships, and private funding. Meaningful shared governance processes will dictate how decisions are made, and the consequences of such decisions in meeting the university financial health will be addressed with faculty involvement.

Declining enrollments at the undergraduate and graduate levels continue to be addressed. Decreasing high school graduation rates in the state and across the region have led to fierce competition for every enrolled student. Enrollment management and marketing will be key to successfully navigating this challenge, and solutions will include offering new majors/programs where market demand is sufficient, exploring new student populations, and growing the number of endowed scholarships and student support. As part of this effort, we will also implement new approaches to increase the diversity of the campus by race, ethnicity and nationality.

One of our most important short-term goals is the revision and updating of the Discovery Program. This is the university's undergraduate curriculum initiative that incorporates the general education program, an emphasis on the first-year experience, the integration of general education into the major, capstone experiences for seniors, and the University Dialogue. As part of the Discovery Program revisions, the university will also be developing and implementing formal processes for assessing student learning outcomes consistent with the new NEASC standards. This will complement the work that has begun in developing student learning outcomes for each of our majors, as well as the development and selection of metrics to assess those outcomes.

APPENDICES



AFFIRMATION OF COMPLIANCE WITH FEDERAL REGULATIONS RELATING TO TITLE IV

Periodically, member institutions are asked to affirm their compliance with federal requirements relating to Title IV program participation, including relevant requirements of the Higher Education Opportunity Act.

- 1. Credit Hour:** Federal regulation defines a credit hour as an amount of work represented in intended learning outcomes and verified by evidence of student achievement that is an institutional established equivalence that reasonably approximates not less than: (1) One hour of classroom or direct faculty instruction and a minimum of two hours of out of class student work each week for approximately fifteen weeks for one semester or trimester hour of credit, or ten to twelve weeks for one quarter hour of credit, or the equivalent amount of work over a different amount of time; or (2) At least an equivalent amount of work as required in paragraph (1) of this definition for other academic activities as established by the institution including laboratory work, internships, practica, studio work, and other academic work leading to the award of credit hours. (CIHE Policy 111. See also *Standards for Accreditation* 4.34.)

URL	https://catalog.unh.edu/graduate/academic-regulations-degree-requirements/grading/
Print Publications	
Self-study/Interim Report Page Reference	p. 19

- 2. Credit Transfer Policies.** The institution's policy on transfer of credit is publicly disclosed through its website and other relevant publications. The institution includes a statement of its criteria for transfer of credit earned at another institution of higher education along with a list of institutions with which it has articulation agreements. (CIHE Policy 95. See also *Standards for Accreditation* 4.38, 4.39 and 9.19.)

URL	https://catalog.unh.edu/graduate/academic-regulations-degree-requirements/credit-transfer/
Print Publications	
Self-study/Interim Report Page Reference	p. 19

- 3. Student Complaints.** "Policies on student rights and responsibilities, including grievance procedures, are clearly stated, well publicized and readily available, and fairly and consistently administered." (*Standards for Accreditation* 5.18, 9.8, and 9.19.)

URL	https://www.unh.edu/student-life/2017-2018-student-rights-rules-and-responsibilities
Print Publications	
Self-study/Interim Report Page Reference	p. 19

- 4. Distance and Correspondence Education: Verification of Student Identity:** If the institution offers distance education or correspondence education, it has processes in place to establish that the student who registers in a distance education or correspondence education course or program is the same student who participates in and completes the program and receives the academic credit. . . .The institution protects student privacy and notifies students at the time of registration or enrollment of any projected additional student charges associated with the verification of student identity. (CIHE Policy 95. See also *Standards for Accreditation* 4.48.)

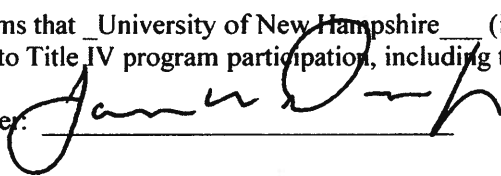
Method(s) used for verification	
Self-study/Interim Report Page Reference	

- 5. FOR COMPREHENSIVE EVALUATIONS ONLY: Public Notification of an Evaluation Visit and Opportunity for Public Comment:** The institution has made an appropriate and timely effort to notify the public of an upcoming comprehensive evaluation and to solicit comments. (CIHE Policy 77.)

URL	
Print Publications	

The undersigned affirms that University of New Hampshire (institution name) meets the above federal requirements relating to Title IV program participation, including those enumerated above.

Chief Executive Officer:



Date: 8/3/2018

Acronym/ Abbreviation	
APR	Academic Program Review
AT	Academic Technology
BAC	Budget Advisory Committee
BSC	Business Service Center
CaPS	Career and Professional Success
Carsey	Carsey School of Public Policy
CBA	Collective Bargaining Agreement
CED	Office of Community, Equity, & Diversity
CEITL	Center for Excellence and Innovation in Teaching & Learning
CEPS	College of Engineering and Physical Sciences
CFAR	Center for Academic Resources
CFO	Chief Financial Officer
CHHS	College of Health and Human Services
CIO	Chief Information Officer
CLA	Collegiate Learning Assessment
COLA	College of Liberal Arts
COLSA	College of Life Sciences and Agriculture
CPA	Communications and Public Affairs
CSDC	Child Study & Development Center
CSIE	Center for Social Innovation and Enterprise
DP	Discovery Program
EOS	UNH Institute for the Study of Earth, Oceans, & Space
ERM	Enterprise Risk Management
EUNH	UNH Online (courses)
FAC	Finance & Administration Committee
FAIR	Fast and Impartial Resolution Process (Human Resources)
FINEC	The Finance Executive Council
FIRE	First-year Innovation and Research Experience (PAUL College)
HIP	High Impact Practices
HR	Human Resources
IDD	Instructional Design & Development
IHPP	Institute for Health Policy and Practice
IR	Institutional Research (formerly IR&A - Institutional Research & Assessment)
ISS	Information Security Services
IT	Information Technology
ITIL	Information Technology Infrastructure Library
ITSM	Information Technology Service Management
MAP	Midpoint Assessment Program
McNair	McNair Scholars Program
MUB	Memorial Union Building
NHSG	New Hampshire Sea Grant

OER	Open Educational Resources
OMSA	Office of Multicultural Student Affairs
PAUL	Peter T. Paul College of Business and Economics
PCA	Personal Care Attendants
PCBE	Peter T. Paul College of Business and Economics
PD&T	Professional Development and Training
RC	Unit of RCM budget system (e.g. college, library, coop ext., etc)
RCC	Research Computing Center
RCM	Responsibility Center Management
SAS	Student Accessibility Services
SITC	Semester in the City
SLO	Student Learning Outcomes
SMSOE	School of Marine Science & Ocean Engineering
TCD	Transfer Credit Database
TRiO	Educational Opportunity Programs (inc McNair; Upward Bound; more)
TSAS	Thompson School of Applied Science
UCAPC	University Curriculum and Academic Policies Committee
UNHM	University of New Hampshire Manchester
URC	Undergraduate Research Conference
USNH	University System of New Hampshire



UNIVERSITY SYSTEM OF NEW HAMPSHIRE

Independent Auditors' Reports as Required by Title 2 U.S. *Code of Federal Regulations* Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* and *Government Auditing Standards* and Related Information

Year ended June 30, 2017

UNIVERSITY SYSTEM OF NEW HAMPSHIRE

Independent Auditors' Reports as Required by Title 2 U.S. *Code of Federal Regulations* Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* and *Government Auditing Standards* and Related Information

Year ended June 30, 2017

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KPMG LLP
Two Financial Center
60 South Street
Boston, MA 02111

Independent Auditors' Report

The Governor and
Legislative Fiscal Committee,
State of New Hampshire; and the
Board of Trustees,
University System of New Hampshire:

Report on the Financial Statements

We have audited the accompanying financial statements of net position of the University System of New Hampshire (the System), a component unit of the State of New Hampshire, as of June 30, 2017 and 2016, the related statements of revenues, expenses, and changes in net position and cash flows for the years then ended, and the related notes to the financial statements, which collectively comprise the System's basic financial statements.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with U.S. generally accepted accounting principles; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audits to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.



Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the net position of the University System of New Hampshire as of June 30, 2017 and 2016, and the changes in its net position and its cash flows for the years then ended in accordance with U.S. generally accepted accounting principles.

Other Matter – Required Supplementary Information

U.S. generally accepted accounting principles require that the management's discussion and analysis on pages 3 – 12 and the schedule of funding progress on page 29 be presented to supplement the basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

Other Matter – Supplementary Information

Our audit was conducted for the purpose of forming an opinion on the financial statements as a whole. The accompanying supplementary schedule of expenditures of federal awards for the year ended June 30, 2017 is presented for purposes of additional analysis, as required by Title 2 U.S. *Code of Federal Regulations* Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards*, and is not a required part of the 2017 financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the 2017 financial statements. The information has been subjected to the auditing procedures applied in the audit of the 2017 financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the 2017 financial statements or to the 2017 financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the supplementary schedule of expenditures of federal awards is fairly stated, in all material respects, in relation to the 2017 financial statements as a whole.

Other Reporting Required by Government Auditing Standards

In accordance with *Government Auditing Standards*, we have also issued our report dated October 23, 2017 on our consideration of the System's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the System's internal control over financial reporting and compliance.

KPMG LLP

October 23, 2017, except as to the supplementary

Schedule of expenditures of federal awards, which is as of March 28, 2018

Management's Discussion and Analysis

June 30, 2017 and 2016 (Unaudited)

I. Introduction

The following Management's Discussion and Analysis summarizes the financial condition and results of activities of the University System of New Hampshire (USNH) for the fiscal years ended June 30, 2017, and 2016. This analysis provides a comparison of significant amounts and measures to prior periods and, where appropriate, presents management's outlook for the future.

USNH is a Section 501(c)(3) corporation organized under the laws of the State of New Hampshire to serve the people of the state as the key provider of public higher education for Bachelor's and advanced degree students. USNH accomplishes its mission by operating four educational institutions that collectively offer a broad array of education, research and public service options for the state. These institutions include the University of New Hampshire (UNH), Plymouth State University (PSU), Keene State College (KSC), and Granite State College (GSC). While select programs are active in other regions as well as abroad, most of USNH's activities take place at the three residential campuses (UNHD, PSU and KSC), UNH's urban campuses (UNHM and UNHL), the eight regional sites of GSC, and the UNH Cooperative Extension and Small Business Development Centers located throughout the state. The accompanying financial statements also include the activities and balances of the University of New Hampshire Foundation, Inc. (UNHF) and the Keene Endowment Association (KEA), two legally separate but affiliated entities. (See Note 1 to the Financial Statements for additional information on affiliated entities.)

II. Economic Outlook

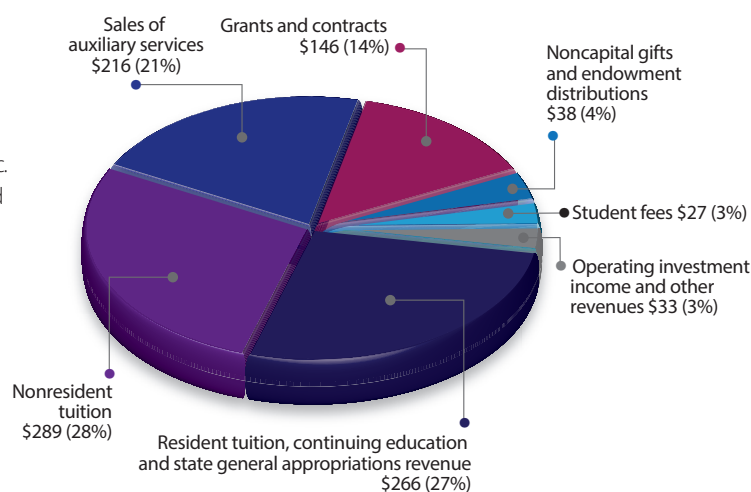
The US Census Bureau projects that through 2030 the number of New Hampshire residents between ages 15 and 19 will drop 7.3% from the current level of 86,070 (approximately 6,300 students). The dip will then be partially recovered over the following ten years to approximately 83,300 in 2040. This is one near-term trend impacting USNH campuses. However, it is mitigated by other trends including increased demand for fifth year programs culminating in graduate degrees, as well as local industry needs for higher education levels of new hires. At 2.9% as of June 2017, New Hampshire has the fourth lowest unemployment rate in the country behind only Colorado, Hawaii and North Dakota. This compares to the national average of 4.4%, and will ease the pathway for our graduates as they transition into the state's workforce. In short, our campuses continue to evolve to meet local and national demands for quality education.

For fiscal years 2018 and 2019, USNH's annual general appropriation from the State was held at \$81 million equal to the prior three years. The USNH Board of Trustees approved tuition increases up to 2.5% for New Hampshire residents attending USNH campuses in FY18, and up to 4.0% for nonresident students. In addition, continuing operating expense increases system-wide were limited to expected inflation levels. Certain nonrecurring expenses budgeted as part of current strategic initiatives were also

approved, and student financial aid increases are budgeted 5% higher than fiscal year 2017 to ensure affordability for our students. USNH has also made a commitment that any increase in the state general appropriation level will go towards freezing or lowering the inflationary increase in tuition for future years. The remainder of this report describes the results of financial operations for the year ended June 30, 2017 with comparisons to prior years.

Chart 1: Operating Revenue by Source
Total = \$1 Billion

(\$ in millions)



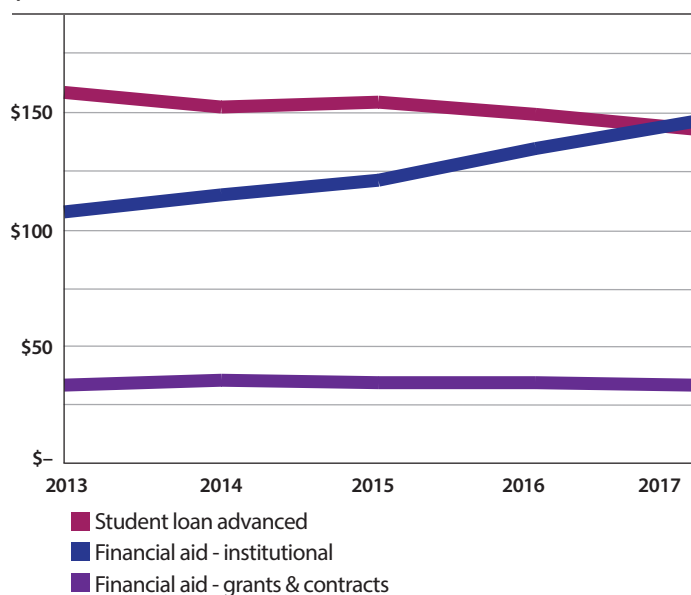
III. Financial Highlights

A. Revenues

Chart 1 above shows USNH's operating revenue streams, which totaled \$1 billion in each of fiscal years 2017 and 2016. Given our tri-fold mission of instruction, research and public service, the vast majority of USNH revenues are used for education, student support, and the delivery of related auxiliary services. Even our research projects increase the knowledge base. As shown in Chart 2, institutional financial aid expenditures increased approximately \$37 million from the 2013 level, while aid from grants remained flat. This resource commitment was made to ensure all qualified students can attend our institutions, and has also allowed our student loan issuances to decrease in support of the State's workforce needs.

Chart 2: Student Aid Trends

(\$ in millions)



As seen in Table 1 below, overall enrollment continues to be stable at approximately 26,000 per year for each of the past four years. UNH's Durham campus had large increases in freshmen applications for both 2016 and 2017. Their enrollment strategy remains focused on attracting exemplary students. Approximately 40% of new UNHD students in the fall of 2016 ranked in the top 20% of their high school class reflecting the continued quality of the population. In addition, PSU launched an innovative new learning clusters program in 2017. The clusters group students in related majors to share resources with the goal of providing a holistic educational experience that ensures students are able to provide value to future employers on their first day of work. The sharing of resources is also designed to drive down administrative costs as well as streamline financial transaction processing.

Table 1: Full-Time Equivalent Credit Enrollment

For the Fall of Each Fiscal year

	2013	2014	2015	2016	2017
UNH (all campuses)	15,606	15,272	15,406	15,657	15,473
PSU	4,973	4,670	4,346	4,674	4,641
KSC	4,853	4,705	4,751	4,250	4,160
GSC	1,507	1,551	1,685	1,658	1,584
Total USNH FTEs	26,939	26,198	26,188	26,239	25,858
NH Resident	16,212	14,797	14,308	13,742	13,240
Nonresident	10,727	11,401	11,880	12,497	12,618
Total USNH FTEs	26,939	26,198	26,188	26,239	25,858

Table 2: Freshman Applications, Acceptances and Enrollees at UNH Durham*

For the Fall of Each Fiscal year

	2013	2014	2015	2016	2017
Freshmen applications received	17,234	17,938	18,420	19,255	20,203
Acceptances as % of applications	78%	78%	80%	71%	76%
Enrolled as % of acceptances	22%	16%	18%	24%	19%

*Data for the flagship campus is included herein as part of the annual continuing disclosure requirements related to USNH's outstanding bond obligations. Comparable data for other campuses is available upon request.

Auxiliary revenues were up \$1 million at KSC from 2016 to 2017 due to increases for the new Living and Learning Commons which opened in the fall of 2016. UNH also increased student recreation fees by \$3 million to cover the costs of expanding the Hamel Recreation Center. The Center will re-open in the fall of 2017. Additional auxiliary services revenue increases at UNH resulted from athletic post-season ticket sales and royalties, parking revenues and group ticket sales. Offsetting these increases was a decrease of \$1.5 million in renewable energy credits and sales of electricity to the local power grid from UNH's Ecoline system.

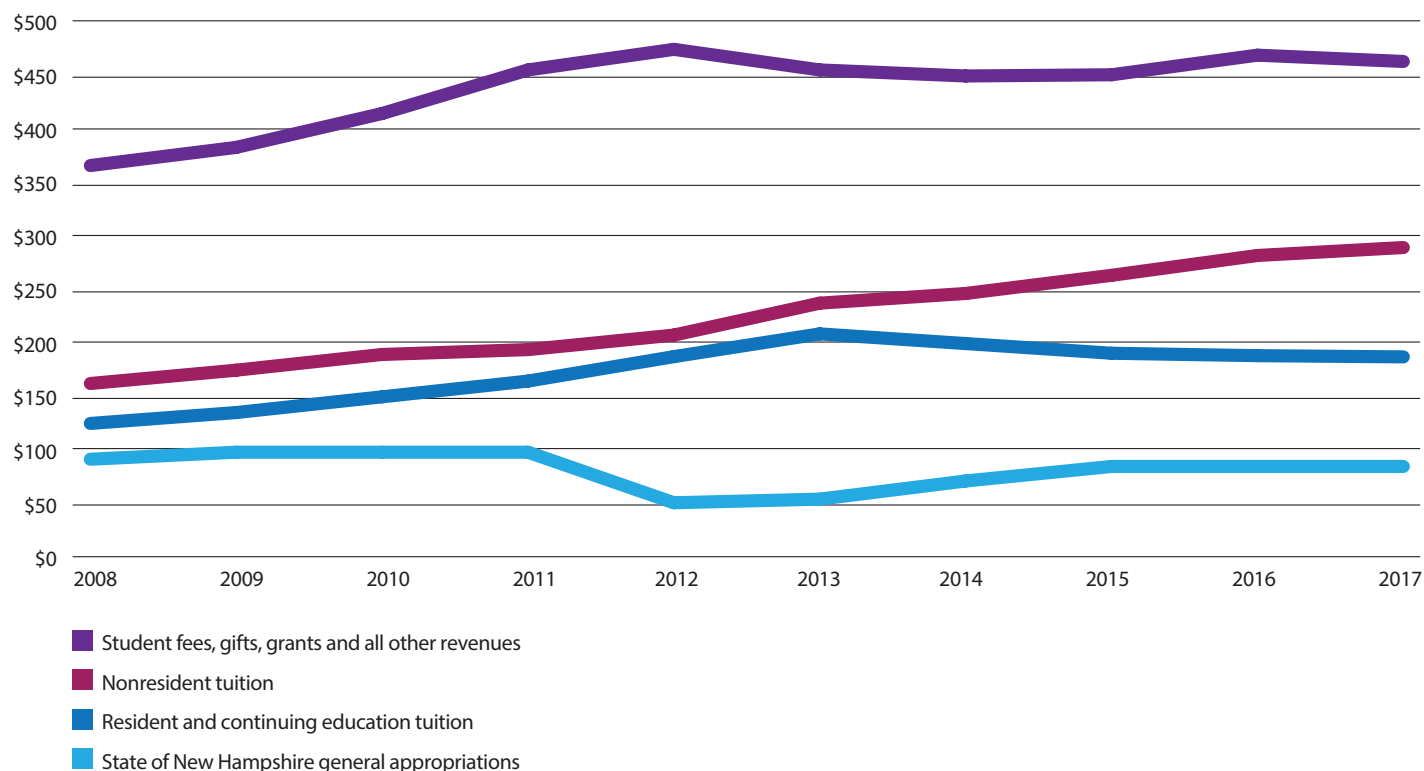
Noncapital gifts to UNH in 2017 decreased approximately \$5 million from the 2016 level. This is due to the wind-down of UNH's 150th anniversary campaign which is nearing completion. Noncapital gifts at the other campuses all approximated the prior year. Operating investment income was also down approximately \$2 million from the 2016 level. This is partly due to a reduction in average cash balances as USNH completed several renovation projects funded with internal resources.

Chart 3, on the following page, shows USNH's major revenue stream trends for the past ten years. As seen in the graph, state appropriation revenues were cut by 50% in 2012, which resulted in a significant increase in resident tuition rates for fiscal years 2012 and 2013. USNH then held resident tuition rates flat through 2015 as the appropriation was partially restored. Inflationary increases in the resident tuition rates were added for 2016 and 2017. As evidenced by the financial aid growth shown in Chart 2, USNH is committed to working with the State to ensure that New Hampshire's students have access to a quality education for an affordable price.

Chart 3: Ten Year Revenue History

Before application of student financial aid

(\$ in millions)



B. Operating and Capital Expenditures

USNH's operating expenses (including interest) for FY17 increased approximately \$1 million or 0.1% over FY16. This compares to \$26 million (3.2%) from FY15 to FY16; \$30M (3.9%) from FY14 to FY15; and \$13 million (1.6%) from FY13 to FY14. There have been significant efforts to organize USNH employee groups over the past few years. This has resulted in new unions for certain faculty and staff at the residential and urban campuses. Additional groups are currently engaged in negotiations as well. Nongrant compensation expenditures were down \$8.9 million in 2017, primarily due to employee separation offerings in the prior year as well as a change in USNH's medical insurance provider in calendar year 2017.

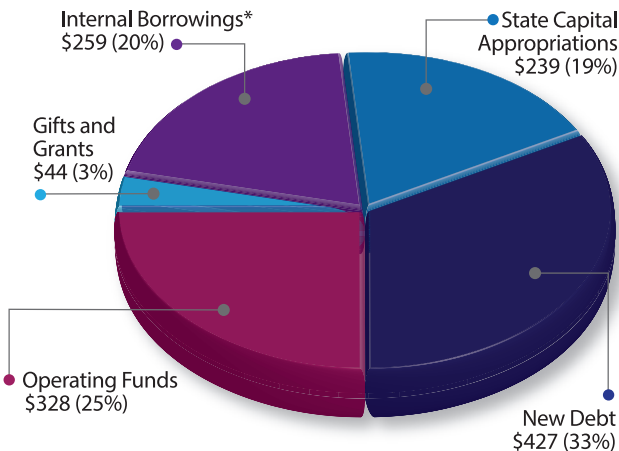
The decrease noted above was offset by an increase in nongrant supplies and services costs of \$8 million or 5.0% over the prior year. The latter includes noncapital construction cost increases at UNH of \$2.8 million; a \$1.4 million increase in student health plan claims and other costs at UNH; an increase in maintenance costs of \$1.7 million; as well as increases in consulting costs for information technology and student recruitment totaling approximately \$900,000. During FY17 USNH restructured its Procurement activities to have all campus purchasing personnel report centrally. This new model of local delivery with central oversight is designed to contain costs in future years by combining our purchasing volumes across the state. USNH is focusing on this area for future years and hopes to decrease these costs through consolidated purchasing opportunities across the campuses.

Chart 4 displays USNH's operating expenses for the past three years by functional, rather than natural, classification. The 2016 instruction costs were higher than 2017 due to faculty separation incentive offerings at that time. As the chart shows, increases in financial aid have far-outpaced increases in institutional support (general overhead) expenses in the last several years. (Additional detail of operating expenses by function can be found in Note 13 to the Financial Statements.)

The campuses also have several major capital projects currently underway or nearing completion. These include an addition to KSC's Mason Library for Holocaust study materials funded with gift proceeds; PSU's new Merrill Place residence hall (\$33 million) funded in part with proceeds from bonds issued by USNH in 2016; the ground-up renovation and expansion of the UNH's historic Hamilton-Smith building (\$37 million) funded with internal resources; as well as interior and exterior renovations to GSC's Gateway Center in Concord (\$1 million) funded in part with state capital appropriations.

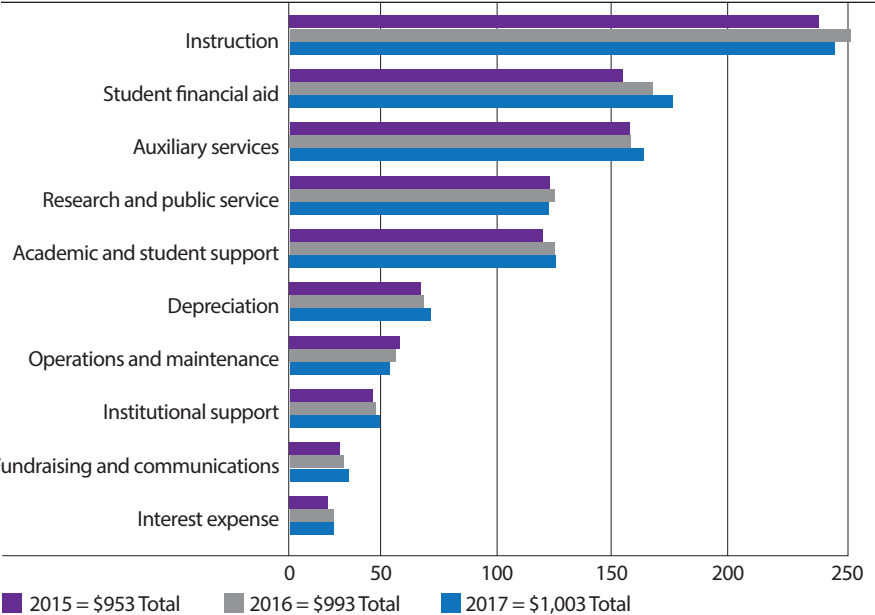
Chart 5 below shows the funding sources for USNH's capital spending over the past fifteen years. USNH spent over \$1 billion during this time to construct and renovate buildings and infrastructure at all campuses. The largest source of funding for the related projects was debt issuances of \$427 million. USNH is authorized to issue debt only for self-supporting, auxiliary projects. The majority of the related debt service is funded by student fees for each type of auxiliary service (housing, dining or recreation).

Chart 5: Capital Funding Sources, 2003-2007
Total \$1.3 Billion
 (\$ in millions)



*Excludes amounts committed but not yet spent as of June 30, 2017

Chart 4: Expenses by Functional Classifications
 (\$ in millions)



Debt service for UNH's Ecoline project is funded with electricity usage charges to campus departments as well as proceeds from sales of electricity and renewable energy credits produced by the campus.

From 2002 to 2013 USNH received significant state capital appropriations to renovate specific science buildings on each campus. During the past ten years operating funds and internal borrowings totaling \$587 million were used to supplement the state appropriations. However, there are still several buildings in need of improvement at each campus to ensure USNH is able to meet the education and experiential needs of the state's future workforce. In 2017 USNH engaged third-party consultants to complete a detailed Facilities Condition Assessment and prioritization of deferred maintenance needs at each campus. Because state capital funding has been significantly reduced over the past 5 years, USNH campuses must strategically prioritize with the limited available funding for capital assets, while at the same time not allowing deferred maintenance needs to escalate. Approximately \$8.8 million of approved internal borrowing amounts not spent as of June 30, 2017 are excluded from the chart above. The remaining funds are for completion of the Hamilton-Smith building and Hamel Recreation Center on the UNH Durham campus. Plant depreciation expenses of \$526 million were recorded during this same fifteen year period. (See Notes 5 and 8 to the Financial Statements for additional information on property and equipment, and debt balances.)

C. Investing Activities

Cash and short-term investment balances totaled approximately \$213 million on June 30, 2017. This compares to \$228 million on June 30, 2016. The reduction is primarily due to purposeful spending of internal resources for the capital projects noted above. Management of cash and short-term investment balances was outsourced over the past year to improve short-term returns while ensuring sufficient liquidity for near-term obligations. (See Note 2 to the Financial Statements for additional information on cash, cash equivalents and short-term investments.)

USNH's long-term investments are primarily derived from endowment gifts intended to be invested in perpetuity. With Board approval USNH also invests select large, current-use gifts, and unrestricted balances held centrally, as quasi-endowment funds. These amounts are invested in one of three venues depending on whether the donor contributed to a campus, the UNH Foundation (UNHF), or the Keene Endowment Association (KEA). The investment pools are managed to provide the highest rate of return over the long term given an acceptable level of risk as determined by the responsible fiduciaries. The USNH Consolidated Endowment Pool holds funds for the benefit of all campuses. The UNHF endowment pool holds funds for the benefit of UNH only, and the KEA pool holds funds for the benefit of KSC only. The USNH Board of Trustees has fiduciary responsibility for the USNH Pool, whereas the separate boards of UNHF and KEA have their own investment policies and are responsible for those investments. Below is a summary of USNH's endowment and similar investment values for the past three years.

**Table 3: Endowment and Similar Investments
Market Value Summary**

(\$ in millions)

	As of June 30,		
	2017	2016	2015
USNH Pool	\$ 498	\$ 444	\$ 457
UNHF Pool	204	185	197
KEA Pool	8	7	7
Funds held in trust	16	15	15
Life Income/Annuity Funds	<u>4</u>	<u>4</u>	<u>4</u>
	<u>\$ 730</u>	<u>\$ 655</u>	<u>\$ 680</u>

As shown in Table 4, all three pools had double digit gains in fiscal year 2017 after payment of fees to the respective investment managers. While the two larger pools are primarily invested in funds, the KEA pool primarily holds individual stock and bond investments.

Table 4: Pooled Endowment Returns

	Year -Ended June 30, 2017	2016	Five Year Average
USNH Pool			
Gross return	13.4%	(1.4%)	8.5%
<i>Investment management fees</i>	<u>(0.4%)</u>	<u>(0.4%)</u>	<u>(0.4%)</u>
Net return	13.0%	(1.8%)	8.1%
<i>Distributions</i>	<u>(3.5%)</u>	<u>(3.5%)</u>	<u>(3.4%)</u>
Net (utilized) reinvested	<u>9.5%</u>	<u>(5.3%)</u>	<u>4.7%</u>
UNHF Pool			
Gross return	14.1%	(2.6%)	9.2%
<i>Investment management fees</i>	<u>(0.6%)</u>	<u>(0.6%)</u>	<u>(0.6%)</u>
Net return	13.5%	(3.2%)	8.6%
<i>Distributions</i>	<u>(5.7%)</u>	<u>(5.2%)</u>	<u>(5.3%)</u>
Net (utilized) reinvested	<u>7.8%</u>	<u>(8.4%)</u>	<u>3.3%</u>
KEA Pool			
Gross return	11.3%	8.2%	10.0%
<i>Investment management fees</i>	<u>(0.7%)</u>	<u>(0.9%)</u>	<u>(0.7%)</u>
Net return	10.6%	7.3%	9.3%
<i>Distributions</i>	<u>(5.7%)</u>	<u>(4.7%)</u>	<u>(4.1%)</u>
Net reinvested	<u>4.9%</u>	<u>2.6%</u>	<u>5.2%</u>

Distributions from the pools totaled approximately \$27 million in 2017, slightly higher than the prior year. Distributions of \$16 million were made from the USNH pool and trusts, along with \$10 million from the UNHF pool and \$350 thousand from the KEA pool. Distributions represent a smaller percentage of the USNH pool because USNH holds several quasi-endowment funds for future, rather than current, use. Recent volatility in returns has resulted in a limited number of endowment funds having a market values less than the original gift value ("underwater" funds). The 2017 gains have mitigated this in most cases. Of the 1,450 endowment funds maintained in the various endowment pools, only 46 remained underwater at June 30, 2017. This compares to 210 underwater funds at June 30, 2016. The balances underwater at June 30, 2017 totaled \$817 thousand, compared to nearly \$5 million at June 30, 2016. (See Notes 4 and 12 for further information on endowment and similar investments.)

IV. Using the Financial Statements

The UNH School of Law merged with UNH on January 1, 2014. Accordingly, the fiscal year 2013 beginning balances for the Statements of Net Position and Cash flows presented below were restated in 2014 to reflect the addition of the respective UNH School of Law amounts.

A. Statements of Net Position

The Statements of Net Position depict all USNH assets, deferred inflows/outflows of resources, liabilities on June 30th each year, and the resulting net financial position. An increase in net position over time is a primary indicator of an institution's financial health. Factors contributing to future financial health as reported on the Statements of Net Position include the value and liquidity of financial and capital investments, and balances of related obligations. Table 5 below shows condensed information from the Statements of Net Position at June 30 for the past five years. Note that we have also included certain condensed information as of June 30, 2017 by campus herein as required by recent regional accreditation standard changes.

June 2017 resulted in the recording of a net pension asset of approximately \$1 million which is also included in other assets. Accordingly, no related pension liabilities are recorded for the plan in 2017.

Deferred outflows of resources include the fair value of USNH's interest rate swap derivatives and accounting losses incurred as a result of refinancing certain bonds outstanding. Because the interest-rate swaps are deemed to be effective hedge instruments, the fair value of the derivatives is recorded to offset the fair value of the interest rate swap liability in its entirety. The accounting losses are expected and are charged to interest expense annually over the term of the new obligations.

The reduction in other assets and deferred outflows of resources in 2017 is due to drawdown of the 2016 bond proceeds for the Hamel Recreation Center renovation at UNH and the Merrill Place project at PSU, as well as an \$11 million reduction in the fair value of our interest rate swap obligations. Approximately \$11 million of the bond

Table 5: Condensed Information from the Statements of Net Position as of June 30,
(\$ in millions)

	2013*	2014	2015	2016	2017
Cash and short-term investments	\$ 223	\$ 235	\$ 237	\$ 228	\$ 213
Endowment and similar investments	571	667	679	655	730
Property and equipment, net	984	982	1,010	1,077	1,120
Other assets and deferred outflows of resources	98	96	168	162	106
Total Assets and Deferred Outflows of Resources	1,876	1,980	2,094	2,122	2,169
Derivative instruments - interest rate swaps	31	30	30	37	26
Postretirement medical benefits	55	51	54	56	56
Long-term debt	454	431	500	519	501
Other liabilities and deferred inflows of resources	147	150	160	169	151
Total Liabilities and Deferred Inflows of Resources	687	662	744	781	734
Net investment in capital assets	550	574	598	630	651
Restricted financial resources	357	397	413	405	455
Unrestricted financial resources	282	347	339	306	329
Total Net Position	\$ 1,189	\$ 1,318	\$ 1,350	\$ 1,341	\$ 1,435

*Beginning balances for fiscal year 2013 restated to include UNH School of Law

As shown above, cash balances were lower in 2017. This is the result of spending of internal resources for the Hamilton-Smith and Hamel Recreation Center projects discussed previously. The spending also increased the value of the related property assets. In 2017 endowment returns rebounded after net losses in the prior two years. This increased both the restricted and unrestricted net position, as well as the investment asset balances. The other assets balance for the last three years shown above includes investments held by our bond trustee related to our Series 2015 and 2016 bond issuances of \$69 million, \$57 million, and \$11 million, for 2015 through 2017, respectively. In 2017 USNH also transferred assets related to our Operating Staff Retirement Program into a trust, and applied the provisions of GASB 68, *Accounting and Financial Reporting for Pensions*. The actuarial review completed for the plan in

proceeds were unspent at June 30, 2017, and will be drawn over the summer as construction is completed for the fall 2017 occupancy. (See Notes 8 and 9 to the Financial Statements for further discussion of outstanding debt and related interest rate swaps in place.) USNH has large liabilities related to long-term debt and postretirement medical benefits. Bond and capital lease principal payments of approximately \$18 million reduced the related liabilities in 2017. The postretirement obligations represent the actuarially-determined value of medical benefits provided to certain current and former employees for various periods, including the remaining life of the participants in some cases. (See Note 7 to the Financial Statements for additional information in this regard.)

Like most businesses, USNH also records smaller liabilities related to payroll costs and vendor services rendered, as well as accrued vacation, retirement and medical benefit costs for current employees. Accrued payroll and employee retirement liabilities were lower in 2017 because the last day of the month of June coincided with the last salary payment date for our faculty and professional employees. Other USNH liabilities are specific to the higher education industry. These include unearned advance payments received for academic year 2018 programs; obligations to donors for a portion of the interest on certain gift balances (obligations under life income agreements); and amounts provided by the US Government for student Perkins Loans that would have to be repaid if the program is closed (refundable government advances). At the end of 2017 these other liabilities all approximated the prior year balances.

In 2017 USNH also adopted the provisions of GASB 73, *Accounting and Financial Reporting for Pensions and Related Assets That Are Not within the Scope of GASB Statement 68*, with respect to the accounting for our Additional Retirement Contributions plan. The actuarial review completed for this plan in June, 2017 resulted in the recording of a deferred inflow for the related obligations of approximately \$698 thousand in 2017. The remaining balance of deferred inflows in 2016 and 2017 represents unamortized accounting gains on debt refinancing.

Net position is reported in three categories. The net invested in capital assets amount represents the historical cost of property and equipment reduced by total accumulated depreciation and the balance of related debt outstanding for certain auxiliary buildings. Restricted financial resources include balances of current and prior year gifts for specified purposes such as scholarships or student loans, as well as the majority of campus endowment balances which were requested to be invested in perpetuity by the original donors (\$257 million and \$270 million at June 30, 2016 and 2017, respectively). Unrestricted financial resources represent net assets that are available for any future use without restriction. This includes unrestricted current fund balances, balances in unrestricted loan funds, unrestricted funds functioning as endowment, unexpended plant funds, and unrestricted funds held by affiliated entities. While not restricted, a significant portion of the unrestricted net position each year is held for future construction and renovation of facilities and other Board-designated purposes.

See Note 14 to the Financial Statements for further details on the components of net position. A breakdown of asset, liability and net position balances by campus as of June 30, 2017 is shown below.

**Table 5A: Condensed Information from the Statement of Net Position as of June 30, 2017
Presented by Campus**

(\$ in millions)

	University of New Hampshire Campuses & Foundation	Plymouth State University	Keene State College & Endowment Association	Granite State College	Chancellor's Office	Total University System of New Hampshire
Cash and short-term investments	\$ 248	\$ 85	\$ 60	\$ 19	\$ (199)	\$ 213
Endowment and similar investments	367	24	34	7	298	730
Property and equipment, net	746	176	188	8	2	1,120
Other assets and deferred outflows of resources	<u>(30)</u>	<u>(3)</u>	<u>(4)</u>	<u>(2)</u>	<u>145</u>	<u>106</u>
Total Assets and Deferred Outflows of Resources	<u>1,331</u>	<u>282</u>	<u>278</u>	<u>32</u>	<u>246</u>	<u>2,169</u>
Derivative instruments - interest rate swaps	—	—	—	—	26	26
Postretirement medical benefits	40	7	7	1	1	56
Long-term debt	211	141	107	—	42	501
Other liabilities and deferred inflows of resources	<u>81</u>	<u>13</u>	<u>9</u>	<u>1</u>	<u>47</u>	<u>151</u>
Total Liabilities and Deferred Inflows of Resources	<u>332</u>	<u>161</u>	<u>123</u>	<u>2</u>	<u>116</u>	<u>734</u>
Net investment in capital assets	455	60	75	5	56	651
Restricted financial resources	384	22	42	7	—	455
Unrestricted financial resources	<u>160</u>	<u>39</u>	<u>38</u>	<u>18</u>	<u>74</u>	<u>329</u>
Total Net Position	<u>\$ 999</u>	<u>\$ 121</u>	<u>\$ 155</u>	<u>\$ 30</u>	<u>\$ 130</u>	<u>\$1,435</u>

B. Statements of Revenues, Expenses and Changes in Net Position

Operating revenues are generally earned in exchange for providing goods and services. However, GASB reporting standards require that some of USNH's recurring revenues be shown as nonoperating. This includes state general appropriations, federal Pell grants, noncapital gifts, operating investment income, and the portion of endowment returns used to fund the related programs. These revenue streams are important sources of funds used to supplement tuition and fees revenue. Accordingly, we have grouped the operating and nonoperating revenues together in the condensed statement below to allow readers to better understand which revenues support our operating expense streams.

Table 6 shows condensed information from the Statements of Revenues, Expenses and Changes in Net Position for the five years ended June 30, 2017.

As noted previously, employee compensation costs were high in 2016 due to separation incentive offerings. The resulting expense decrease in 2017 is offset by an increase in supplies and services costs related to noncapital construction and maintenance costs, student health plan claims and consulting for certain activities, particularly student enrollment and technology initiatives.

The increase in net position from recurring activities reflects USNH's operating margin each year. Total operating and nonoperating revenues in 2017 were approximately 4% higher than 2013, while operating and nonoperating expenses were approximately 9% higher than 2013. The resulting margin has decreased from 6.0% to 1.5% over the last five years. USNH changed its medical insurance provider in 2017 to further reduce compensation expense, our largest cost base. USNH is also

Table 6: Condensed Information from the Statements of Revenues, Expenses and Changes in Net Position for the Years Ended June 30,
(\$ in millions)

	2013*	2014	2015	2016	2017
Tuition and fees	\$ 466	\$ 465	\$ 472	\$ 491	\$ 501
Less: student financial aid	(135)	(144)	(149)	(162)	(172)
Net tuition and fees	331	321	323	329	329
Sales of auxiliary services	198	203	206	211	216
Grants and contracts	166	152	149	149	146
State general appropriations	54	69	81	81	81
Noncapital gifts, investment income and other revenues	61	65	66	79	71
Total Operating and Nonoperating Revenues	810	810	825	849	843
Employee compensation	465	481	503	529	521
Supplies and services	204	195	203	203	210
Utilities, depreciation and interest	93	98	98	99	100
Total Operating and Nonoperating Expenses	762	774	804	831	831
Increase in Net Position from Recurring Activities	48	36	21	18	12
Endowment gifts and returns, net	50	83	6	(30)	70
State capital appropriations and other changes, net	14	10	5	3	11
Total Other Changes in Net Position	64	93	11	(27)	81
Total Increase (Decrease) in Net Position	\$ 112	\$ 129	\$ 32	\$ (9)	\$ 93

*Balances for fiscal year 2013 restated to include UNH School of Law

The net tuition and other revenue values on these statements reflect the size and type of student enrollments, student quality and financial need, and growth of supporting revenue streams. Total operating and nonoperating revenues were down \$5 million in 2017, primarily due to a decrease in noncapital gifts of \$6 million. This is attributable to the wind-down of UNH's 150th anniversary fundraising campaign which generated large gift volumes in the past three years. Expenses were approximately equal to the prior year in total, but differing trends by expense type.

concentrating on containing the cost of supplies and services through near-term spending on new technologies. During 2017 the first phase of an Enterprise Performance Management System was completed to enhance financial projections and modeling for future years. Additional phases will be completed over the next two to three years. In addition, we are moving to a cloud-based platform for our Enterprise Resources and Planning system, and the student systems for most campuses. That work should be completed for the beginning of 2019. The USNH Board of Trustees is monitoring all of these initiatives, as well as our move to more electronic procurement, as we work to lower our administrative cost structures.

Endowment gifts totaled \$13 million in 2017, and \$11 million in 2016. The endowment funds distributed \$27 million in 2017 and 2016. The investment return after distributions totaled \$57 million in 2017. This compares to a net loss of \$41 million in 2016. The volatility of endowment returns is a significant driver of the change in total net position each year. Table 6A below provides condensed information from the Statement of Revenues, Expenses and Changes in Net Position presented by campus for the year ended June 30, 2017.

The 2017 reduction in cash flows from operating and noncapital financing activities is related to timing of employee separation payments accrued in 2016, as well as the lower noncapital gift levels discussed previously. The net cash used in investing activities in 2015 reflects the purchase of investments from proceeds of the new construction bonds totaling \$81 million. Approximately \$80 million of cash was provided by the issuance bonds in 2015, and approximately \$71 million of that total was invested in 2015. The construction spending related to bond Series 2015 and 2016 is reflected in the capital financing outflows in both 2016 and 2017.

Table 6A: Condensed Information from the Statement of Revenues, Expenses and Changes in Net Position for the Year Ended June 30, 2017 Presented by Campus

(\$ in millions)

	University of New Hampshire Campuses & Foundation	Plymouth State University	Keene State College & Endowment Association	Granite State College	Chancellor's Office	Total University System of New Hampshire
Tuition and fees	\$ 344	\$ 71	\$ 70	\$ 16	\$ –	\$ 501
Less: student financial aid	(121)	(23)	(22)	(6)	–	(172)
Net tuition and fees	223	48	48	10	–	329
Sales and auxiliary services	149	30	37	–	–	216
Grants and contracts	125	9	7	5	–	146
State general appropriations	55	12	11	3	–	81
Noncapital gifts, investment income and other revenues	55	5	5	1	5	71
Total Operating and Nonoperating Revenues	607	104	108	19	5	843
Employee compensation	377	56	65	13	10	521
Supplies and services	150	27	28	4	1	210
Utilities, depreciation and interest	64	17	18	–	1	100
Total Operating and Nonoperating Expenses	591	100	111	17	12	831
Change in Net Position from Recurring Activities	16	4	(3)	2	(7)	12
Endowment gifts and returns, net	34	5	4	1	26	70
State capital appropriations and other changes, net	6	1	1	–	3	11
Total Other Changes in Net Position	40	6	5	1	29	81
Total Increase in Net Position	\$ 56	\$ 10	\$ 2	\$ 3	\$ 22	\$ 93

C. Statements of Cash Flows

The Statements of Cash Flows summarize transactions affecting cash and cash equivalents during the fiscal period. Table 7 on the following page shows summary information from the Statements of Cash Flows for the five years ended June 30, 2017.

These statements provide information about cash collections and cash payments made by USNH each year to help readers assess our ability to generate the future cash flows necessary to meet current and future obligations. Cash flows from operating activities will always be different than the operating results on the Statements of Revenues, Expenses and Changes in Net Position because of the inclusion of noncash items, such as depreciation expense, and because the latter statement is prepared on the accrual basis of accounting, meaning that it shows revenues when earned and expenses as incurred.

Table 7: Condensed Information from the Statements of Cash Flows for the Years Ended June 30,

(\$ in millions)

	2013*	2014	2015	2016	2017
Cash flow from:					
Receipts from tuition and fees, net	\$ 331	\$ 321	\$ 324	\$ 331	\$ 332
Receipts from sales of auxiliary services	197	204	206	208	217
Receipts of state general appropriations	53	69	81	81	81
Noncapital gifts, grants and other receipts	199	192	190	193	188
Payments to and on behalf of employees	(467)	(478)	(499)	(518)	(543)
Payments for supplies, services and utilities	(223)	(223)	(224)	(222)	(227)
Net Cash Provided by Operating and Noncapital Financing Activities	90	85	78	73	48
Net Cash Used in Capital Financing Activities	(73)	(75)	(5)	(110)	(120)
Net Cash (Used in)/Provided by Investing Activities	(16)	(10)	(73)	26	69
Increase/(Decrease) in Cash and Cash Equivalents	\$ 1	\$ –	\$ –	\$ (11)	\$ (3)

*Balances for fiscal year 2013 restated to include UNH School of Law

D. Financial Indicators

Two key performance indicators used by USNH are the operating margin and the unrestricted financial resources (net position) to total debt ratios. Management monitors these ratios closely and considers them primary indicators of USNH's financial health. The operating margin ratio uses the increase in net position from recurring activities as the numerator and total revenue from recurring activities as the denominator. USNH's targeted annual operating margin range is 3% to 5% per year. As shown in Chart 6, actual operating margins have declined steadily from the high of 6% in 2013 to 1.5% for 2017 as we invest in enhancing the student experience for the future. The average margin over the past five years was 3.3%, reflecting the targeted balance of strategic spending and investment of resources.

The unrestricted financial resources to debt ratio, shown in Chart 7, uses the unrestricted net position balance as the numerator and the total long-term debt balance outstanding as the denominator. USNH's targeted unrestricted financial resources to debt ratio is 50% or above. The average of this ratio over the past five years was 66% reflecting sufficient support of our ongoing initiatives. (See Notes 8 and 14 to the Financial Statements for additional information in this regard).



Chart 6: Annual Operating Margin

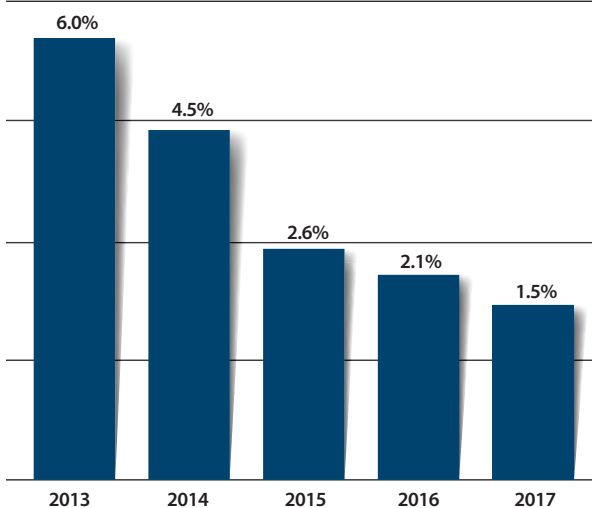
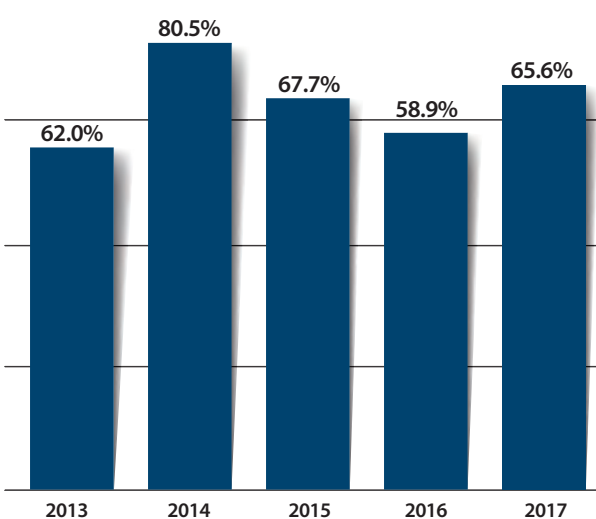


Chart 7: Unrestricted Financial Resources to Total Debt



University System of New Hampshire

Statements of Net Position

(\$ in thousands)

	Balance at June 30,	
	2017	2016
ASSETS		
Current Assets		
Cash and cash equivalents	\$ 66,069	\$ 69,154
Short-term investments	146,588	158,413
Accounts receivable, net	21,729	20,288
Pledges receivable, net - current portion	3,187	3,471
Notes receivable, net - current portion	3,293	3,507
Prepaid expenses and other current assets	7,811	8,758
Total Current Assets	248,677	263,591
Noncurrent Assets		
Debt proceeds held by bond trustee for construction purposes	10,718	56,584
Endowment and similar investments - campuses	514,162	459,419
Endowment and similar investments - affiliated entities	216,346	195,890
Pledges receivable, net of current portion	7,106	8,697
Notes receivable, net of current portion	18,094	18,617
Pension assets	993	-
Property and equipment, net	1,119,628	1,077,051
Total Noncurrent Assets	1,887,047	1,816,258
TOTAL ASSETS	2,135,724	2,079,849
DEFERRED OUTFLOWS OF RESOURCES	33,067	44,552
LIABILITIES		
Current Liabilities		
Accounts payable and accrued expenses	57,238	69,425
Deposits and unearned revenues	37,682	32,686
Accrued employee benefits - current portion	7,407	14,826
Postretirement medical benefits - current portion	6,018	6,745
Long-term debt - current portion	20,064	17,666
Total Current Liabilities	128,409	141,348
Noncurrent Liabilities		
Obligations under life income agreements	2,126	2,204
Refundable government advances	16,643	16,685
Accrued employee benefits, net of current portion	27,178	34,049
Postretirement medical benefits, net of current portion	50,251	48,934
Derivative instruments - interest rate swaps	25,759	36,769
Long-term debt, net of current portion	481,401	501,333
Total Noncurrent Liabilities	603,358	639,974
TOTAL LIABILITIES	731,767	781,322
DEFERRED INFLOWS OF RESOURCES	2,206	1,879
NET POSITION (see Note 14)		
Net investment in capital assets	650,968	630,442
Restricted		
Nonexpendable	270,089	256,513
Expendable	184,842	148,681
Unrestricted	328,919	305,564
TOTAL NET POSITION	\$1,434,818	\$1,341,200

See accompanying notes to the financial statements

University System of New Hampshire

Statements of Revenues, Expenses and Changes in Net Position

(\$ in thousands)

	For the year ended June 30,	
	2017	2016
OPERATING REVENUES		
Resident tuition	\$ 164,406	\$ 165,972
Nonresident tuition	288,702	277,046
Continuing education tuition	21,110	20,933
Student fees revenue	26,901	27,182
Total tuition and fees	501,119	491,133
Less: student financial aid - grants and contracts	(31,533)	(32,723)
Less: student financial aid - all other	(140,069)	(129,780)
Net tuition and fees	329,517	328,630
Grants and contracts - direct revenues	101,033	103,114
Grants and contracts - facilities & administrative recovery	20,060	19,969
Sales of auxiliary services	215,554	210,699
Other operating revenues	29,800	29,675
TOTAL OPERATING REVENUES	695,964	692,087
OPERATING EXPENSES		
Employee compensation - grants and contracts	59,324	58,218
Employee compensation - all other	461,372	470,285
Supplies and services - grants and contracts	31,342	32,539
Supplies and services - all other	178,511	170,033
Utilities	17,949	19,886
Depreciation	62,942	59,919
TOTAL OPERATING EXPENSES	811,440	810,880
Operating loss	(115,476)	(118,793)
NONOPERATING REVENUES (EXPENSES)		
State of New Hampshire general appropriations	81,000	81,000
Federal Pell grants	24,603	25,565
Noncapital gifts	11,424	17,564
Endowment and investment income	29,970	31,710
Interest expense, net	(19,521)	(19,432)
Other nonoperating revenue	241	369
TOTAL NONOPERATING REVENUES (EXPENSES)	127,717	136,776
INCREASE IN NET POSITION BEFORE OTHER CHANGES	12,241	17,983
OTHER CHANGES IN NET POSITION		
State of New Hampshire capital appropriations	3,611	1,389
Plant gifts, grants and other changes, net	7,828	1,287
Endowment and similar gifts	13,429	11,405
Endowment return, net of amount used for operations	56,509	(41,221)
TOTAL OTHER CHANGES IN NET POSITION	81,377	(27,140)
INCREASE(DECREASE) IN NET POSITION	93,618	(9,157)
Net Position at Beginning of Year	1,341,200	1,350,357
NET POSITION AT END OF YEAR	\$ 1,434,818	\$1,341,200

See accompanying notes to the financial statements

University System of New Hampshire

Statements of Cash Flows

(\$ in thousands)

	For the year ended June 30,	
	2017	2016
CASH FLOWS FROM OPERATING ACTIVITIES		
Receipts from tuition and fees, net of student financial aid	\$ 331,935	\$ 331,049
Receipts from sales of auxiliary services	216,831	208,467
Receipts from grants, contracts and other operating revenues	150,932	151,170
Payments to employees	(402,840)	(387,329)
Payments for employee benefits	(139,960)	(130,813)
Payments for supplies, services and utilities	(226,957)	(222,086)
NET CASH USED IN OPERATING ACTIVITIES	(70,059)	(49,542)
CASH FLOWS FROM NONCAPITAL FINANCING ACTIVITIES		
State general appropriations	81,000	81,000
Federal Pell and other nonoperating grants	24,844	25,934
Noncapital gifts	12,516	14,943
NET CASH PROVIDED BY NONCAPITAL FINANCING ACTIVITIES	118,360	121,877
CASH FLOWS FROM CAPITAL FINANCING ACTIVITIES		
State appropriations for plant projects	3,973	1,022
Plant gifts and grants	10,614	5,974
Endowment gifts	13,429	11,405
Proceeds from issuance of debt and sale of property	66	60,398
Purchases and construction of property	(112,843)	(129,740)
Retirement of debt through defeasance	16	(25,349)
Debt principal payments	(16,089)	(14,740)
Interest payments	(19,874)	(18,851)
NET CASH USED IN CAPITAL FINANCING ACTIVITIES	(120,708)	(109,881)
CASH FLOWS FROM INVESTING ACTIVITIES		
Proceeds from sale of investments	507,248	813,043
Purchase of investments	(445,502)	(793,391)
Investment income	7,576	6,609
NET CASH PROVIDED BY INVESTING ACTIVITIES	69,322	26,261
Decrease in Cash and Cash Equivalents	(3,085)	(11,285)
Beginning cash and cash equivalents	69,154	80,439
ENDING CASH AND CASH EQUIVALENTS	\$ 66,069	\$ 69,154
RECONCILIATION OF OPERATING LOSS TO NET CASH PROVIDED BY/(USED IN) OPERATING ACTIVITIES		
Operating loss	\$ (115,476)	\$ (118,793)
Adjustments to reconcile operating loss to net cash used in operating activities:		
Depreciation	62,942	59,919
Changes in current assets and liabilities:		
Accounts receivable	(1,803)	(709)
Notes receivable	695	921
Prepaid expenses and other current assets	947	544
Accounts payable and accrued expenses	(8,103)	3,331
Deposits and unearned revenues	4,970	(1,432)
Accrued employee benefits	(14,231)	6,677
NET CASH USED IN OPERATING ACTIVITIES	\$ (70,059)	\$ (49,542)
SIGNIFICANT NONCASH TRANSACTIONS		
Endowment return, net of amount used for operations	\$ 56,509	\$ (41,211)
Loss on disposal of capital assets	(1,978)	(4,063)
Construction services payable balance	10,642	15,988

See accompanying notes to the financial statements

Notes to the Financial Statements

June 30, 2017 and 2016

1. Summary of significant accounting policies and presentation

The University System of New Hampshire (USNH) is a not-for-profit institution of higher education created in 1963 as a body politic and corporate under the laws of the State of New Hampshire (the State) and is generally exempt from income taxes under Section 501(c)(3) of the Internal Revenue Code. USNH is considered a component unit of the State for financial reporting purposes. The accompanying financial statements include the accounts of the University of New Hampshire (UNH), Plymouth State University (PSU), Keene State College (KSC), and Granite State College (GSC) as well as certain affiliated entities discussed below. UNH, PSU, KSC and GSC are collectively referred to in the accompanying financial statements as "campuses."

On August 31, 2010, UNH and Franklin Pierce Law Center officially affiliated and the Center became known as the UNH School of Law (UNHL). During 2013, the USNH Board of Trustees and the UNH School of Law Board of Directors each approved a full integration agreement between the two entities with an effective date of January 1, 2014. The integration was treated as a merger in accordance with GASB Statement No. 69, *Governmental Combinations and Disposals of Government Operations*. Accordingly, the activities and balances of the UNH School of Law were merged with those of USNH, and are included in these financial statements as of July 1, 2012.

Affiliated entities and related parties

Governmental accounting standards require that all potential component units be evaluated for inclusion in the financial statements of the primary government of the reporting entity. USNH's policy on 'Foundations Established for the Benefit of USNH or its Component Institutions' states that the USNH Board of Trustees retains control over the activities of any affiliated foundation. The USNH policy further states that USNH has the legal authority to terminate the existence of any affiliated foundation, at which time ownership of the related assets would revert to USNH. Two legally separate affiliated foundations are impacted by this policy and, accordingly, are considered blended component units of USNH. The University of New Hampshire Foundation, Inc. (UNHF) and the Keene Endowment Association (KEA) are collectively referred to in the accompanying financial statements as "affiliated entities." The associated revenues, expenses, assets, liabilities, deferred inflows, deferred outflows and net position of UNHF and KEA are fully consolidated with those of the campuses in the accompanying financial statements, and all associated interentity activity has been eliminated.

UNHF, Inc. was incorporated in 1989 as a not-for-profit, tax-exempt organization. Its purpose is to solicit, collect, invest and disburse funds for the sole benefit of the University of New Hampshire. The University of New Hampshire funds a portion of the operating expenses of UNHF. UNHF is governed by its own Board of Directors, the membership of which includes the President of the University of New Hampshire and up to three other members of the USNH Board of Trustees. UNHF has a separate financial statement audit each year. Condensed financial information for UNHF is included in Note 16. The KEA was organized in 1957 as a separate charitable entity to provide financial assistance to deserving students at Keene State College. Income is distributed at the discretion of the Trustees of KEA.

Basis of accounting

The accompanying financial statements have been prepared in accordance with US generally accepted accounting principles (GAAP) prescribed by the Governmental Accounting Standards Board (GASB) using the economic resources measurement focus and the accrual basis of accounting.

USNH follows the requirements of the "business-type activities" (BTA) model as defined by GASB Statement No. 35, *Basic Financial Statements – and Management's Discussion and Analysis for Public Colleges and Universities*. BTAs are defined as those that are financed in whole or in part by fees charged to external parties for goods or services. The Statement requires that resources be classified into the following net position categories, as more fully detailed in Note 14.

- **Net investment in capital assets:** Property and equipment at historical cost or fair value on date of acquisition, net of accumulated depreciation and outstanding principal balances of debt attributable to the acquisition or construction of those assets.
- **Restricted Nonexpendable:** Resources subject to externally imposed stipulations that they be maintained permanently by USNH. These funds include the historical gift value of restricted true endowment funds.
- **Restricted Expendable:** Resources whose use by USNH is subject to externally imposed stipulations. Such funds include the accumulated net gains on donor-restricted "true" endowment funds; the fair value of restricted funds functioning as endowment; restricted funds loaned to students; restricted gifts and endowment income; and other similarly restricted funds.
- **Unrestricted:** Resources that are not subject to externally imposed stipulations. Substantially all unrestricted net position funds are designated to support academic, research, or auxiliary enterprises; invested to function as endowment; or committed to capital construction projects.

The preparation of financial statements in conformity with GAAP requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities at the dates of the financial statements, and the reported amounts of revenues and expenses during the reporting periods. Actual results could differ from these estimates. The most significant areas that require management estimates relate to valuation of certain investments and derivative instruments, useful life and related depreciation of capital assets, and accruals for postretirement medical and other employee-related benefits.

Investments are maintained with established financial institutions whose credit is evaluated by management and the respective governing boards of USNH and its affiliated entities. Investments of operating cash in money market and other mutual funds are generally recorded as cash equivalents. These amounts are invested for purposes of satisfying current operating liabilities and generating investment income to support ongoing operations. Short-term investments represent highly liquid amounts held for other current liabilities.

Property and equipment are recorded at original cost for purchased assets or at fair value on the date of donation in the case of gifts. Equipment with a unit cost of \$5,000 or more is capitalized. Building improvements with a cost of \$50,000 or greater are also capitalized. Net interest costs incurred during the construction period for major, debt-funded capital projects are added to the cost of the underlying asset. The value of equipment acquired under capital leases is recorded at the present value of the minimum lease payments at the inception of the lease. Depreciation of property and equipment is calculated on a straight-line basis over the estimated useful lives of the respective assets. The cost of certain research buildings is componentized for the purpose of calculating depreciation. Buildings and improvements are depreciated over useful lives ranging from 10 to 50 years. Depreciable lives for equipment range from 3 to 30 years. (See Note 5 for additional information on depreciation.) USNH does not record donated works of art and historical treasures that are held for exhibition, education, research and public service. Library collections are recorded as an expense in the period purchased, with the exception of UNH School of Law library collections which are capitalized annually and depreciated over a ten year period on a straight-line basis.

Deposits and unearned revenue consist of amounts billed or received in advance of USNH providing goods or services. Advances from the US Government for Federal Perkins Loans to students are reported as government advances refundable. Future Perkins loans to students are made available from repayments of outstanding principal amounts plus accumulated interest received thereon. Federal Direct Loan proceeds are posted to student accounts as approved and drawn weekly.

Operating revenues include tuition and fees, grants and contracts, sales of auxiliary services, and other operating revenues. Tuition and fee revenues are reported net of student financial aid discounts and allowances. Operating expenses include employee compensation and benefits, supplies and services, utilities, and depreciation. Operating expenses also include early retirement and other separation incentive stipends and benefits promised to certain employees in exchange for termination of employment. All such termination benefits are accrued as of the date the termination agreement is signed, and are presented at net present value at year end. Nonoperating revenues (expenses) include all other revenues and expenses except certain changes in long-term plant, endowment and other net position funds, which are reported as other changes in net position. Operating revenues are recognized when earned and expenses are recorded when incurred. Restricted grant revenue is recognized only to the extent of applicable expenses incurred or, in the case of fixed-price contracts, when the contract terms are met or completed.

Unconditional pledges of nonendowment gifts are presented net of estimated amounts deemed uncollectible after discounting to the present value of expected future cash flows. Because of uncertainties with regard to their realization and valuation, bequest intentions and other conditional promises are not recognized as assets until the specified conditions are met. In accordance with GASB requirements, endowment pledges expected to be received over the next ten years, totaling \$8,227,000 and \$9,508,000 at June 30, 2017 and 2016, respectively, have not been reported in the accompanying financial statements. USNH generally uses restricted funds first when an expense is incurred where both restricted and unrestricted funds are available.

Endowment return used for operations per application of the Board-approved endowment spending policy is reported as nonoperating revenue. Net realized and unrealized gains/losses and interest/dividend income earned on endowment and similar investments, together with the excess (deficiency) of these earnings over the return used for operations, are reported as other changes in net position.

In fiscal year 2016, the System adopted GASB Statement No. 72, *Fair Value Measurement and Application*. GASB 72 establishes general principles for measuring fair value and requires enhanced disclosures about fair value measurements of certain assets and liabilities, such as investments and interest-rate swaps. Fair value represents the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. GASB 72 requires that USNH categorize these assets and liabilities measured at fair value using a three-tiered hierarchy based on the valuation methodologies employed. The hierarchy is defined as follows:

Level 1 — Value based on quoted prices (unadjusted) in active markets for identical assets or liabilities that are accessible at the measurement date.

Level 2 — Value based on inputs other than quoted prices that are observable for an asset or liability, either directly or indirectly; and

Level 3 — Value based on unobservable inputs for an asset or liability.

The components of cash, cash equivalents and short-term investments are summarized below (\$ in thousands):

	Balances and Terms as of June 30, 2017				Balances and Terms as of June 30, 2016			
	Level 1	Level 2	Total	Weighted Average Maturity	Level 1	Level 2	Total	Weighted Average Maturity
Cash balance	\$ 3,803	\$ —	\$ 3,803	Less than 1 year	\$ 4,058	\$ —	\$ 4,058	Less than 1 year
Repurchase agreements	—	25,475	25,475	Less than 1 year	—	28,847	28,847	Less than 1 year
Money market funds	36,791	—	36,791	Less than 1 year	36,249	—	36,249	Less than 1 year
Subtotal cash and cash equivalents	<u>40,594</u>	<u>25,475</u>	<u>66,069</u>		<u>40,307</u>	<u>28,847</u>	<u>69,154</u>	
Money market funds	28,118	—	28,118	Less than 1 year	24,224	—	24,224	Less than 1 year
Domestic equity	276	—	276	Less than 1 year	205	—	205	Less than 1 year
Mutual funds	91,947	—	91,947	1-5 years	133,458	—	133,458	1-5 years
Corporate bonds	—	16,404	16,404	1-5 years	—	—	—	1-5 years
US government and agencies	—	7,689	7,689	1-5 years	—	526	526	1-5 years
Municipal bonds	—	2,149	2,149	1-5 years	—	—	—	1-5 years
Convertible note	—	5	5	1-5 years	—	—	—	1-5 years
Subtotal short-term investments	<u>120,341</u>	<u>26,247</u>	<u>146,588</u>		<u>157,887</u>	<u>526</u>	<u>158,413</u>	
Total cash, cash equivalents and short-term investments	<u>\$ 160,935</u>	<u>\$ 51,722</u>	<u>\$ 212,657</u>		<u>\$ 198,194</u>	<u>\$ 29,373</u>	<u>\$ 227,567</u>	

In determining fair value, USNH utilizes valuation techniques that maximize the use of observable inputs and minimize the use of unobservable inputs to the extent possible. As described in Note 4, certain investments are measured at net asset value as a practical expedient to estimate fair value and are not categorized in the fair value hierarchy. The System's financial statements include comparative financial information. Certain prior year amounts have been reclassified to conform to the current year presentation.

New reporting standards

The System's financial statements and notes for fiscal 2017 and 2016 as presented herein reflect GASB Statement No. 68 *Accounting and Financial Reporting for Pensions* and GASB Statement No. 73, *Accounting and Financial Reporting for Pensions and Related Assets That Are Not within the Scope of GASB Statement 68*. The application modified the presentation of certain pension related assets and obligations, and resulted in new and enhanced disclosures related to pension plans.

2. Cash, cash equivalents and short-term investments

Cash, cash equivalents, and short-term investments are recorded at fair value. USNH's investment policy and guidelines specify permitted instruments, durations, required ratings and insurance of USNH cash, cash equivalents and short-term investments. The investment policy and guidelines are intended to mitigate credit risk on investments individually and in the aggregate through restrictions on investment type, liquidity, custodian, dollar level, maturity, and rating category. Money market funds are placed with the largest national fund managers. These funds must be rated AA/Aa by Standard & Poor's and Moody's Investor Service and comply with Securities and Exchange Commission Rule 2A-7. Repurchase agreements must be fully collateralized at 102% of the face value by US Treasuries, or 103% of the face value by US Government-backed or guaranteed agencies or government sponsored enterprises. In addition, USNH investments may not exceed 5% of any institution's total deposits or 20% of any institution's net equity.

Cash equivalents represent amounts invested for the purpose of satisfying current operating liabilities and include repurchase agreements, money market funds and other mutual funds. Repurchase agreements are limited to overnight investments only. Short-term investments are highly liquid amounts held to support specific current liabilities. Cash, cash equivalents and short-term investments are generally uninsured and uncollateralized against custodial credit risk, and the related mutual funds are not rated. Cash and cash equivalents totaled \$66,069,000 and \$69,154,000 at June 30, 2017 and 2016, respectively, and short-term investments totaled \$146,588,000 and \$158,413,000 at June 30, 2017 and 2016, respectively.

3. Accounts, pledges and notes receivable

Accounts receivable at June 30 consisted of the following (\$ in thousands):

	2017	2016
Grants and contracts	\$ 18,847	\$ 16,330
Student and general	6,095	6,680
State of NH capital projects	—	362
Allowance for doubtful accounts	(3,213)	(3,084)
Total accounts receivable, net	<u>\$21,729</u>	<u>\$20,288</u>

Pledges receivable at June 30 consisted entirely of unconditional nonendowment promises to pay as follows (\$ in thousands):

	2017	2016
Pledges receivable	\$ 13,884	\$ 16,311
Discounts and allowance for doubtful pledges	(3,591)	(4,143)
Total pledges receivable, net	10,293	12,168
Less: noncurrent portion	(7,106)	(8,697)
Current portion	<u>\$ 3,187</u>	<u>\$ 3,471</u>

Notes receivable at June 30 consisted primarily of student loan funds as follows (\$ in thousands):

	2017	2016
Perkins loans	\$ 22,481	\$ 23,134
Other loans, restricted and unrestricted	874	1,067
Allowance for doubtful loans	(1,968)	(2,077)
Total notes receivable, net	21,387	22,124
Less: noncurrent portion	(18,094)	(18,617)
Current portion	<u>\$ 3,293</u>	<u>\$ 3,507</u>

4. Investments

USNH's investment policy and guidelines specify permitted instruments, duration and required ratings for pooled endowment funds. The policy and guidelines are intended to mitigate risk on investments individually and in the aggregate while maximizing total returns and supporting intergenerational equity of spending levels. Illiquid investments are limited to 20% of the USNH consolidated endowment pool. Credit risk is mitigated by due diligence in the selection and continuing review of investment managers as well as diversification of both investment managers and underlying investments. No more than \$50 million may be invested in any single fund and no more than \$75 million or 10% of the pool may be invested with any single bank, fund manager, or investment group unless approved by the USNH Board of Trustees' Finance Committee for Investments. Foreign currency risk is mitigated by limiting global equity investments in publicly traded international and emerging market funds to 25% of the endowment pool. Private global equity investments are limited to 15% of the endowment pool. No USNH endowment investments were denominated in foreign currencies as of June 30, 2017 or June 30, 2016.

The endowment and similar investment holdings of the campuses and affiliated entities as of June 30, 2017 and 2016, respectively are summarized below (\$ in thousands):

	Campuses		Affiliated Entities	
	2017	2016	2017	2016
Pooled endowments:				
Campuses	\$ 497,885	\$ 444,196		
UNH Foundation	—	—	\$ 204,468	\$ 184,606
Keene Endowment Association	—	—	7,820	7,424
Life income and annuity funds	85	104	4,058	3,860
Funds held in trust	16,192	15,119	—	—
Total	<u>\$ 514,162</u>	<u>\$ 459,419</u>	<u>\$ 216,346</u>	<u>\$ 195,890</u>

Endowment and similar investments are reported at estimated fair value. The fair value of these investments is based on quoted market prices when available. If an investment is held directly by USNH and an active market with quoted prices exists, the market price of an identical security is used to determine its fair value. Fair values of shares in registered mutual funds are based on published share prices. Registered mutual funds and directly held equity securities are classified in Level 1 of the fair value hierarchy. Investments classified in Level 2 consist of directly held investments that have valuations based on inputs other than quoted prices. There were no transfers between levels in 2017 and 2016.

As a practical expedient to estimate the fair value of USNH's interests, certain investments in commingled funds and limited partnerships are reported at the net asset value (NAV) determined by the fund managers, without adjustment when assessed as reasonable by USNH, unless it is probable that all or a portion of the investment will be sold for an amount different from NAV. Because these investments are not readily marketable, their estimated fair values may differ from the values that would have been assigned had a ready market for such investments existed, and such differences could be material. As of June 30, 2017 and 2016, USNH had no plans or intentions to sell such investments at amounts different from NAV.

The following table summarizes the fair value of USNH's investments by type (\$ in thousands):

	Balances as of June 30, 2017				Balances as of June 30, 2016			
	Investments Classified in Fair Value Hierarchy		Investments Measured at NAV	Total	Investments Classified in Fair Value Hierarchy		Investments Measured at NAV	Total
	Level 1	Level 2			Level 1	Level 2		
Endowment and similar investments—campuses								
Money market	\$ 13,694	\$ –	\$ –	\$ 13,694	\$ 8,653	\$ –	\$ –	\$ 8,653
Global fixed income	17,865	29,214	–	47,079	16,154	20,568	47	36,769
Inflation hedging assets	–	8,041	9,593	17,634	–	6,090	17,962	24,052
International equity	53,145	–	42,996	96,141	43,772	–	35,698	79,470
Domestic equity	106,689	–	50,323	157,012	103,401	–	39,505	142,906
Hedge funds:								
Equity Hedge	–	–	44,479	44,479	–	–	40,510	40,510
Event-Driven	–	–	29,775	29,775	–	–	27,206	27,206
Fund of Funds	–	–	56,640	56,640	–	–	52,805	52,805
Distressed/Restructuring	–	–	12,236	12,236	–	–	10,388	10,388
Private equity and non-marketable real assets	–	–	23,280	23,280	–	–	21,541	21,541
Funds held in trust	–	16,192	–	16,192	–	15,119	–	15,119
Total endowment and similar investments – campuses	<u>\$ 191,393</u>	<u>\$ 53,447</u>	<u>\$ 269,322</u>	<u>\$ 514,162</u>	<u>\$ 171,980</u>	<u>\$ 41,777</u>	<u>\$ 245,662</u>	<u>\$ 459,419</u>
Endowment and similar investments—affiliated entities								
Money market	\$ 3,303	\$ –	\$ –	\$ 3,303	\$ 9,205	\$ –	\$ –	\$ 9,205
Global fixed income	12,795	720	1,342	14,857	9,223	1,786	1,261	12,270
Inflation hedging assets	2,785	3,799	3,352	9,936	2,813	3,873	3,681	10,367
International equity	15,788	–	29,918	45,706	13,319	–	24,019	37,338
Domestic equity	37,240	–	34,635	71,875	34,715	–	29,080	63,795
Hedge funds:								
Equity Hedge	–	–	21,216	21,216	–	–	16,698	16,698
Distressed/Restructuring	–	–	26,075	26,075	–	–	21,232	21,232
Diversified	–	–	9,797	9,797	–	–	12,991	12,991
Private equity and non-marketable real assets	–	–	13,581	13,581	–	–	11,994	11,994
Total endowment and similar investments – affiliated entities	<u>\$ 71,911</u>	<u>\$ 4,519</u>	<u>\$ 139,916</u>	<u>\$ 216,346</u>	<u>\$ 69,275</u>	<u>\$ 5,659</u>	<u>\$ 120,956</u>	<u>\$ 195,890</u>
Total endowment and similar investments	<u>\$ 263,304</u>	<u>\$ 57,966</u>	<u>\$ 409,238</u>	<u>\$ 730,508</u>	<u>\$ 241,255</u>	<u>\$ 47,436</u>	<u>\$ 366,618</u>	<u>\$ 655,309</u>

The majority of USNH's investments are units of institutional commingled funds and limited partnerships invested in equity, fixed income, hedge, natural resources, private equity, or real estate strategies. Hedge strategies involve funds whose managers have the authority to invest in various asset classes at their discretion, including the ability to invest long and short. Funds with hedge strategies generally hold securities or other financial instruments for which a ready market exists and may include stocks, bonds, put or call options, swaps, currency hedges and other instruments which are valued by the investment manager. To the extent quoted prices exist the manager would use those; when these are not available, other

methodologies maximizing observable inputs would be used for the valuation, such as discounted cash flow analysis, capitalization of current or stabilized net operating income, replacement costs, or sales contracts and recent sales comparable in the market. Private equity funds employ buyout, growth and venture capital, and distressed security strategies. Real asset funds generally hold interests in private real estate. As of June 30, 2017 and 2016, fixed income securities had maturities up to 30 years and carried ratings ranging from AAA to A3. The mutual fund investments held in the endowment pools are not rated.

Investment liquidity for the past two years is aggregated below based on redemption terms or availability (\$ in thousands):

Liquidity Terms as of June 30, 2017								
	Daily	Monthly	Quarterly	Semi-Annual	Annual	Illiquid	Total	Redemption Notice Period
Endowment and similar investments – campuses								
Money market	\$ 13,694	\$ –	\$ –	\$ –	\$ –	\$ –	\$ 13,694	Same day
Global fixed income	47,079	–	–	–	–	–	47,079	Same day
Inflation hedging assets	8,041	9,593	–	–	–	–	17,634	1-30 days
International equity	53,145	42,996	–	–	–	–	96,141	1-30 days
Domestic equity	106,689	–	50,323	–	–	–	157,012	1-60 days
Hedge funds:								
Equity Hedge	13,974	–	–	6,243	24,137	125	44,479	1-60 days, Illiquid
Event-Driven	–	–	16,460	13,254	–	61	29,775	60-65 days, Illiquid
Fund of Funds	–	–	21,278	–	34,772	590	56,640	65-91 days, Illiquid
Distressed/Restructuring	–	–	–	–	12,236	–	12,236	90 days
Private equity and non-marketable real assets	–	–	–	–	–	23,280	23,280	Illiquid
Funds held in trust	–	–	–	–	–	16,192	16,192	Illiquid
Total endowment and similar investments – campuses	<u>\$242,622</u>	<u>\$ 52,589</u>	<u>\$ 88,061</u>	<u>\$ 19,497</u>	<u>\$ 71,145</u>	<u>\$ 40,248</u>	<u>\$ 514,162</u>	
Endowment and similar investments–affiliated entities								
Money market	\$ 3,297	\$ –	\$ –	\$ –	\$ –	\$ –	\$ 3,297	Same day
Global fixed income	13,440	1,342	–	–	–	–	14,782	Same day
Inflation hedging assets	6,584	3,352	–	–	–	–	9,936	1-35 days
International equity	16,121	29,428	–	–	–	–	45,549	1-60 days
Domestic equity	39,131	–	32,982	–	–	–	72,113	1-60 days
Hedge funds:								
Equity Hedge	–	–	3,189	–	10,801	7,226	21,216	45-60 days, Illiquid
Distressed/Restructuring	–	–	16,379	–	9,696	–	26,075	45-90 days
Diversified	–	–	–	4,747	–	5,050	9,797	65-95 days, Illiquid
Private equity & non-marketable real assets	–	–	–	–	–	13,581	13,581	Illiquid
Total endowment and similar investments - affiliated entities	<u>\$ 78,573</u>	<u>\$ 34,122</u>	<u>\$ 52,550</u>	<u>\$ 4,747</u>	<u>\$ 20,497</u>	<u>\$ 25,857</u>	<u>\$ 216,346</u>	
Total endowment and similar investments	<u>\$321,195</u>	<u>\$ 86,711</u>	<u>\$ 140,611</u>	<u>\$ 24,244</u>	<u>\$ 91,642</u>	<u>\$ 66,105</u>	<u>\$ 730,508</u>	

As of June 30, 2017, UNHF had one equity hedge fund with lock-up periods for multiple share classes ranging from 2 to 17 months, one distressed hedge fund with a lock-up period set to expire in 13 months, and one diversified fund with a lock up period ending in 18 months. As of June 30, 2017, USNH had no funds in an active lock-up period. Hedge funds, private equity and real estate funds classified as illiquid have no ability to be redeemed. For USNH, of the 28 funds classified as illiquid, nine are currently in liquidation; five are expected to start liquidation within the next year; five are expected to start liquidation in 2 to 9 years, and nine currently have no expected liquidation dates. For UNHF, fourteen funds are classified as illiquid and are expected to be liquidated over the next 2 months to 14 years. As of June 30, 2017, USNH has three outstanding investment liquidation requests which have been

limited by the respective fund managers. Management of the fund in which USNH has the largest of these balances has approved a plan to fully liquidate all balances by the end of 2018. USNH's balance in that fund was \$482,000 and \$656,000 as of June 30, 2017 and 2016, respectively. Plans have not been communicated for the remaining two funds. USNH's balance in the remaining funds totaled \$233,000 and \$246,000 as of June 30, 2017 and 2016, respectively. The fair values based on 6/30 NAV of all three investments at June 30, 2017 and 2016 are \$714,000 and \$901,000, respectively. It is uncertain when, or if, the funds will be fully collected at the NAV recorded. Unfunded commitments with various private equity and similar alternative investment funds totaled \$15,351,000 for USNH and \$17,421,000 for UNHF at June 30, 2017. This compares to \$15,839,000 and \$21,550,000, respectively, at June 30, 2016.

Liquidity Terms as of June 30, 2016								
	Daily	Monthly	Quarterly	Semi-Annual	Annual	Illiquid	Total	Redemption Notice Period
Endowment and similar investments – campuses								
Money market	\$ 8,653	\$ –	\$ –	\$ –	\$ –	\$ –	\$ 8,653	Same day
Global fixed income	24,052	–	–	–	–	–	24,052	Same day
International equity	36,722	47	–	–	–	–	36,769	1-10 days
Inflation hedging assets	43,771	35,699	–	–	–	–	79,470	1-30 days
Domestic equity	103,401	–	39,505	–	–	–	142,906	1-60 days
Hedge funds:								
Equity Hedge	12,064	–	–	5,170	23,166	110	40,510	1-60 days, Illiquid
Event-Driven	–	–	15,189	11,956	–	61	27,206	60-65 days, Illiquid
Fund of Funds	–	–	20,058	–	31,956	791	52,805	65-91 days, Illiquid
Distressed/Restructuring	–	–	–	–	10,388	–	10,388	90 days
Private equity and non-marketable real assets	–	–	–	–	–	21,541	21,541	Illiquid
Funds held in trust	–	–	–	–	–	15,119	15,119	Illiquid
Total endowment and similar investments – campuses	<u>\$228,663</u>	<u>\$ 35,746</u>	<u>\$ 74,752</u>	<u>\$ 17,126</u>	<u>\$ 65,510</u>	<u>\$ 37,622</u>	<u>\$ 459,419</u>	
Endowment and similar investments–affiliated entities								
Money market	\$ 9,205	\$ –	\$ –	\$ –	\$ –	\$ –	\$ 9,205	Same day
Global fixed income	11,009	1,261	–	–	–	–	12,270	Same day
International equity	13,772	23,566	–	–	–	–	37,338	1-10 days
Inflation hedging assets	6,686	3,681	–	–	–	–	10,367	1-35 days
Domestic equity	36,262	–	27,533	–	–	–	63,795	1-60 days
Hedge funds:								
Equity Hedge	–	–	–	6,839	9,859	–	16,698	45-60 days
Distressed/Restructuring	–	–	13,952	–	7,280	–	21,232	45-90 days
Diversified	–	–	230	4,800	7,961	–	12,991	65-95 days
Private equity & non-marketable real assets	–	–	–	–	–	11,994	11,994	Illiquid
Total endowment and similar investments - affiliated entities	<u>\$ 76,934</u>	<u>\$ 28,508</u>	<u>\$ 41,715</u>	<u>\$ 11,639</u>	<u>\$ 25,100</u>	<u>\$ 11,994</u>	<u>\$ 195,890</u>	
Total endowment and similar investments	<u>\$ 305,597</u>	<u>\$ 64,254</u>	<u>\$116,467</u>	<u>\$ 28,765</u>	<u>\$ 90,610</u>	<u>\$ 49,616</u>	<u>\$ 655,309</u>	

5. Property and equipment

Property and equipment activity for the years ended June 30, 2017 and 2016 is summarized as follows (\$ in thousands):

	2016			2017		
	Balance June 30, 2015	Additions	Retirements & Changes	Balance June 30, 2016	Additions	Balance June 30, 2017
Land	\$ 15,789	\$ 2	\$ (11)	\$ 15,780	\$ 85	\$ 15,865
Buildings and improvements	1,555,154	68,199	(30,262)	1,593,091	96,333	1,680,661
Equipment	118,717	12,894	(8,524)	123,087	12,603	132,615
Construction in progress, net	67,490	119,567	(68,700)	118,357	94,894	116,833
Total property and equipment	<u>1,757,150</u>	<u>200,662</u>	<u>(107,497)</u>	<u>1,850,315</u>	<u>203,915</u>	<u>1,945,974</u>
Less: accumulated depreciation	<u>(747,565)</u>	<u>(59,919)</u>	<u>34,220</u>	<u>(773,264)</u>	<u>(62,942)</u>	<u>(826,346)</u>
Property and equipment, net	<u>\$ 1,009,585</u>	<u>\$ 140,743</u>	<u>\$ (73,277)</u>	<u>\$ 1,077,051</u>	<u>\$ 140,973</u>	<u>\$ 1,119,628</u>

Contractual obligations for major construction projects totaled approximately \$26,794,000 and \$63,702,000 at June 30, 2017 and 2016, respectively.

6. Accrued employee benefits

Accrued employee benefit obligations at June 30 are summarized below (\$ in thousands):

	2016			2017			Balance June 30, 2017	Current Portion
	Balance June 30, 2015	Payments to/ on Behalf of Participants	Expenses & Other Changes	Balance June 30, 2016	Payments to/ on Behalf of Participants	Expenses & Other Changes		
Operating Staff Retirement Plan	\$ 6,545	\$ (610)	\$ 410	\$ 6,345	\$ (590)	\$ (5,755)	\$ –	\$ –
Additional retirement program	3,377	(116)	(308)	2,953	(455)	(175)	2,323	455
Employee separation incentives	7,611	(4,578)	9,315	12,348	(8,977)	923	4,294	2,763
Long-term disability	2,777	(583)	423	2,617	(571)	320	2,366	571
Workers' compensation	4,161	(1,106)	846	3,901	(1,089)	1,388	4,200	1,089
Compensated absences	19,377	(2,099)	2,958	20,236	(2,689)	3,219	20,766	2,000
Other benefits	363	–	112	475	–	161	636	529
Total accrued employee benefits	\$ 44,211	\$ (9,092)	\$ 13,756	\$ 48,875	\$ (14,371)	\$ 81	\$ 34,585	\$ 7,407

The Operating Staff Retirement Plan has been closed to new participants since 1987. At June 30, 2017 there were approximately 190 current annuitants and 35 participants with deferred benefits, all fully vested. This compares to 197 current annuitants and 47 participants with deferred benefits as of June 30, 2016. On June 29, 2017, USNH created and fully funded a trust to hold assets set aside for operating staff retirement obligations. Accordingly, USNH applied GASB Statement No. 68, *Accounting and Reporting for Pensions*, for its June 30, 2017 financial statements. Fiscal year 2016 balances and activities have not been restated to reflect this application based on immateriality. The determination of total pension liability for this program was based on the last biennial actuarial valuation calculation dated June 30, 2017, and was developed using the Entry Age Normal Cost Method. The RP-2016 employee mortality tables with Scale MP-2016 and single discount rate of 5.5% based on long term expected rate of investment return was used in determining the 2017 actuarial accrued liabilities. A discount rate of 7.5% and the RP-2014 employee mortality table with Scale MP-2014 were used for the 2016 calculations. The actuarially-determined liability for the program was \$5,707,000 and \$6,345,000 for June 30, 2017 and 2016, respectively. The plan fiduciary net position was \$6,700,000 as of June 30, 2017 which resulted in the recording of a net pension asset of \$993,000. The trust assets were held in cash and classified in Level 1 of the GASB fair value hierarchy as of June 30, 2017. If the discount rate were to increase by 1%, the net pension asset at June 30, 2017 would be \$1,386,000. Similarly, if the discount rate were to decrease by 1%, the net pension asset at June 30, 2017 would be \$526,000. The operating staff retirement program pension expense was \$317,000 and \$66,000 for fiscal years 2017 and 2016, respectively.

The Additional Retirement Contribution Program is a single employee plan administered by USNH and offered to eligible employees hired between July 1, 1994 and June 30, 2011. Under this plan, staff meeting certain voluntary defined benefit plan contribution levels receive an additional 1% of their salary contributed to their defined contribution retirement plan (see below) by USNH in lieu of postretirement medical benefits. Employees meeting certain service guidelines prior to July 1, 1994 are also eligible for a guaranteed minimum employer retirement contribution of \$10,000 plus an additional \$1,000 for each year of service in excess of 20 less 1% of the participant's salary account. There were 386 and 407 active employees meeting the requirements for the guaranteed minimum employer contribution as of June 30, 2017 and 2016, respectively.

USNH adopted GASB Statement No. 73, *Accounting and Reporting for Pensions and Related Assets That Are Not within the Scope of GASB Statement No. 68*, for its June 30, 2017 financial statements. Fiscal year 2016 balances and activities have not been restated to reflect this adoption based on immateriality. USNH accrued \$2,323,000 and \$2,953,000 at June 30, 2017 and 2016, respectively, for the related obligations. The calculations for the Additional Retirement Contribution program are based on the benefits provided by the program at the time of the last biennial actuarial valuation, December 31, 2016, and were developed using the Entry Age Normal Cost Method. The discount rate used in determining the actuarial accrued liabilities was 3.78% for 2017 and is based on Bond Buyer Go 20-Year Municipal Bond Index as of the measurement date. The discount rate used in 2016 was 2.25% based on expected related earnings at the time. Inflation and salary increase rates of 3% were used to determine the liability along with the RP-2014 employee Mortality Table. If the discount rate were to increase by 1%, the total liability at June 30, 2017 would be \$2,234,000. Similarly, if the discount rate were to decrease by 1%, the total liability at June 30, 2017 would be \$2,412,000. The Additional Retirement Contribution program expense was \$81,000 and \$153,000 for fiscal years 2017 and 2016, respectively.

USNH had designated cash assets to fully fund the Additional Retirement Contribution obligations at June 30, 2017 and 2016. These assets are not administrated through a trust. The Additional Retirement Contribution program is not available to employees hired after June 30, 2011. Eligible employees hired after June 30, 2011 may elect to participate in USNH's defined contribution retirement plans administered by others. Retirement contributions by USNH for employees enrolled in the defined contribution plans range from 4% to 10% of eligible salaries for enrolled participants. USNH additions to the defined contribution plans totaled \$26,283,000 and \$26,375,000 in 2017 and 2016, respectively. Retirement contributions by plan members totaled \$28,771,000 and 25,735,000 in 2017 and 2016, respectively.

Early retirement and employee separation incentive programs were provided to various faculty and staff during 2017 and 2016. Such incentives include stipends, as well as medical, educational and other termination benefits. The net present value of future costs associated with these incentive options is accrued as of the date of acceptance into the program. The liability balances of \$4,294,000 and \$12,348,000 at June 30, 2017 and 2016 represent obligations for 94 and 271 participants, respectively, which will be remitted in fiscal years 2018 through 2021.

USNH sponsors other benefit programs for its employees, including long-term disability, workers' compensation, and compensated absences. Long-term disability payments are provided through an independent insurer. The associated medical benefits are accrued and paid by USNH until age 65, at which point the postretirement medical plan takes over, if applicable. Workers' compensation accruals include amounts for medical costs and annual stipends. A small number of chronic workers' compensation cases will require stipends and regular employee medical benefits for life. Coverage for such claims is provided through an independent insurer. USNH also accrues amounts for compensated absences as earned. These accrued balances at June 30 represent vacation and earned time amounts payable to employees upon termination of employment.

USNH is self-insured for a portion of certain risks, including workers' compensation, employee long-term disability, and certain student health insurance claims. Most employee and retiree medical and dental coverage provided by USNH is also self-insured. The costs of self-insured medical and dental claims and administrative fees totaled \$56,649,000 and \$59,627,000 for fiscal year 2017 and 2016, respectively. These amounts include \$5,572,000 and \$6,575,000 for estimated claims incurred but not reported as of June 30, 2017 and 2016, respectively. In conjunction with the primary medical plan offering for active employees, USNH purchases stop-loss coverage which limits the USNH cost of claims to \$500,000 per participant in most cases. The liabilities recorded in the financial statements for all USNH self-insured programs are developed by third party claim administrators and based on historical claims data. Management reviewed the calculations for reasonableness and believes the liabilities are sufficient to cover the actual claims incurred.

The UNH School of Law currently maintains separate medical and retirement programs for its faculty and staff which are administered by third party providers. In accordance with terms of the integration agreement, employees under these plans will be migrated to the USNH primary plans over the next few years. The USNH Board of Trustees holds authority to change individual programs or terms of employee benefit offerings at any time.

7. Postretirement medical benefits

The primary defined benefit postretirement medical plan has two components. The first offering known as the Medicare Complementary Plan (MCP), was optional for full-time status employees hired before July 1, 1994 and not offered to new employees after that date. At January 1, 2017 and 2016, respectively, there were 798 and 956 former employees receiving benefits under this program along with their dependents. As of January 1, 2017 and 2016, respectively, there were 202 and 232 active employees who, along with their dependents, may eventually be eligible to receive benefits under this program. The MCP provides limited medical coverage for the remaining life of the participants. There are no costs to participate in the plan, but retirees must pay a portion of the actual costs of services rendered.

Employees hired on July 1, 1994 or later are eligible for the current offering which provides bridge coverage only for retirees aged 62-65. Retired employees must have reached age 62, completed at least 10 years of benefits eligible service, participated in the active retirement plans during their last 10 years of service, and participated in USNH's active medical plan at the time of retirement in order to be eligible for the plan. Retirees contribute to the current plan at then-current employee medical rates during the bridge period. As of January 1, 2017 and 2016, respectively, there were 125 and 146 retirees receiving benefits under this program along with their dependents. As of January 1, 2017 and 2016, respectively, there were also 3,687 and 3,913 active employees who, along with their dependents, may eventually be eligible to receive benefits under this program.

Together, the above offerings constitute the primary post-retirement medical plan. This is a single-employer plan and funded on a pay-as-you-go basis with benefits paid when due. Third party actuaries are used to determine the postretirement benefit obligation and annual expense amounts. Actuarial calculations reflect a long-term perspective. By definition such calculations involve estimates and, accordingly, are subject to revision. The healthcare cost trend and discount rate assumptions have a significant effect on the amounts reported. For measurement purposes the 2017 initial rate of increase in the cost of healthcare services was assumed to be 7.0% for participants and decreasing 0.5% each year thereafter until reaching an ultimate rate of 4.5% per year. The initial increase in the cost of prescriptions was assumed to be 10.0% for 2017 and decreasing by 0.5% each year thereafter to an ultimate rate of 4.5% per year. The discount rate used in determining the actuarial accrued liability was 2.5% for 2016 and 2017. The actuarially determined postretirement benefit expense for the plan was \$7,516,000 and \$8,721,000 for June 30, 2017 and 2016, respectively. These calculations are based on the benefits provided by the plan at the time of the last biennial plan valuation, December 31, 2016, and were developed using the Projected Unit Credit Cost Method. The primary postretirement medical plan holds no assets. USNH accrued \$56,166,000 and \$55,332,000, respectively, for obligations of the plan as of June 30, 2017 and 2016.

Total annual other postemployment benefit (OPEB) costs for the primary post-retirement medical plan for the years ended June 30, 2017 and 2016, and the liability as of June 30, 2017 and 2016 included the following components (*\$ in thousands*):

	2017	2016
Annual required contribution	\$ 13,886	\$ 14,422
Interest on net OPEB obligation	1,383	1,334
Adjustment to annual required contribution	(8,417)	(9,193)
Annual OPEB cost	6,852	6,563
Claims paid	(6,018)	(4,578)
Increase in net OPEB obligation	834	1,985
Net OPEB obligation at beginning of year	55,332	53,347
Net OPEB obligation at end of year	<u>\$ 56,166</u>	<u>\$ 55,332</u>
Current portion	<u>\$ 6,018</u>	<u>\$ 6,736</u>

USNH also accrued \$103,000 and \$347,000 as of June 30, 2017 and 2016, respectively, for potential obligations related to postretirement care of certain USNH police personnel. The USNH Board of Trustees holds the authority to change these benefit plans at any time.

8. Long-term debt

USNH long-term debt activity, exclusive of deferred losses or gains on refunding, for the years ended June 30, 2017 and 2016 is summarized below (\$ in thousands):

	2016				2017			
	Balance June 30, 2015	Additions & Other Changes	Retirements	Balance June 30, 2016	Additions & Other Changes	Retirements	Balance June 30, 2017	Current Portion
NHHEFA bonds								
Series 2005A	\$ 53,500	\$ –	\$ (1,750)	\$ 51,750	\$ –	\$ (1,650)	\$ 50,100	\$ 1,900
Series 2005B	81,865	–	(4,165)	77,700	–	(4,295)	73,405	4,450
Series 2006B-2	2,925	–	(1,425)	1,500	–	(1,500)	–	–
Series 2007	46,570	–	–	46,570	–	–	46,570	–
Series 2009A	84,045	–	(25,000)	59,045	–	–	59,045	–
Series 2011A	6,000	–	–	6,000	–	–	6,000	–
Series 2011B	37,780	–	(1,750)	36,030	–	(1,830)	34,200	1,925
Series 2012	18,000	–	(2,735)	15,265	–	(2,815)	12,450	2,930
Series 2014	21,760	–	(1,955)	19,805	–	(2,030)	17,775	2,070
Series 2015	116,970	–	–	116,970	–	(1,100)	115,870	2,610
Series 2016	–	53,890	–	53,890	–	–	53,890	1,675
Unamortized discounts/premiums, net	19,333	5,494	(1,127)	23,700	–	(1,450)	22,250	1,449
Capital leases	11,727	–	(953)	10,774	149	(1,013)	9,910	1,055
Total bonds and leases	<u>\$ 500,475</u>	<u>\$ 59,384</u>	<u>\$ (40,860)</u>	<u>\$ 518,999</u>	<u>\$ 149</u>	<u>\$ (17,683)</u>	<u>\$ 501,465</u>	<u>\$ 20,064</u>

New Hampshire Health and Education Facilities Authority (NHHEFA) Bonds

NHHEFA is a public body corporate and an agency of the State of New Hampshire whose primary purpose is to assist New Hampshire not-for-profit educational and health care institutions in the construction and financing (or refinancing) of related facilities. NHHEFA achieves this purpose primarily through the issuance of bonds. Since 1989 all USNH bonds have been issued through NHHEFA. None of USNH's NHHEFA bonds provide for a lien or mortgage on any property. USNH is obligated under the terms of the NHHEFA bonds to make payments from revenues received from certain housing, dining, union, recreational, and other related revenue generating facilities financed by the bonds. The state is not liable for the payment of principal or interest on the NHHEFA bonds, nor is the state directly, indirectly or contingently obligated to levy or pledge any form of taxation whatsoever or to make any appropriation for their payment. Management believes they are in compliance with all covenants specified in the NHHEFA bonds agreements, the most restrictive of which is maintenance of a debt-service coverage ratio, as defined, of at least 1.0 to 1.0.

USNH's bond portfolio at June 30, 2017 consisted of fixed rate and variable rate issues. The variable rate demand bonds (Series 2005A, 2005B, 2011B) are fully hedged via interest rate swap agreements (see Note 9 below), with all three issues supported by standby bond purchase agreements as of June 30, 2017. Series 2011B was supported by self-liquidity as of June 30, 2015 and, accordingly, the entire balance was categorized in total as a current liability at that time. The variable interest rates for the Series 2005A, 2005B and 2011B Bonds at June 30, 2017 and 2016 were 0.73% and 0.36% respectively.

USNH issued the Series 2016 Bonds in the amount of \$53,890,000 to defease a portion of the Series 2009A Bonds (\$25,000,000), and fund a new student housing development (\$32,715,000) during the year ended June 30, 2016. During the year ended June 30, 2015, USNH issued Series 2015 Bonds in the amount of \$116,970,000 to defease a portion of the Series 2006B-2 Bonds (\$48,325,000), and fund student housing, dining and recreation facility projects at the three residential campuses (\$71,865,000). Construction proceeds of \$10,718,000 and \$56,584,000 were unspent as of June 30, 2017 and June 30, 2016, respectively, and held in reserve in accordance with the related debt agreements. The related investments are classified in Level 1 of the GASB fair value hierarchy because the underlying securities held by the bond trustee are valued based on quoted market prices. The Series 2009A refunding proceeds of \$25,379,000 were held in escrow in the principal payment investment account on June 30, 2016.

Maturity dates and interest terms of outstanding debt issues are summarized below:

NHHEFA Bonds	Maturity Date	Interest Terms and Rates
Series 2005A	7/1/2035	Variable with daily pricing
Series 2005B	7/1/2033	Variable with daily pricing
Series 2007	7/1/2018	Fixed at 5.1%
Series 2009A	Periodic Maturities*	Fixed at rates of 4.0-5.5%
Series 2011A	7/1/2021	Fixed at 5.0%
Series 2011B	7/1/2033	Variable with daily pricing
Series 2012	7/1/2020	Fixed at 1.7%
Series 2014	7/1/2024	Fixed at 2.0%
Series 2015	7/1/2045	Fixed at 3.8%
Series 2016	7/1/2046	Fixed at 2.7%

* 7/1/2020, 2023

Capital leases

On April 30, 2004, USNH entered into a capital lease agreement in the amount of \$18,292,000 to finance a portion of the costs of equipment housed in UNH's utility cogeneration facility. The related lease payments are due quarterly through June 2025, including principal as well as interest at a fixed rate of 4.5%. The carrying value of the related equipment was \$9,910,000 and \$10,774,000 as of June 30, 2017 and 2016, respectively.

State of NH general obligation bonds

The state, through acts of its legislature, provides funding for certain major plant facilities on USNH campuses. The state obtains its funds for these construction projects from general obligation bonds, which it issues from time to time. Debt service is funded by the general fund of the state, which is in the custody of the State Treasurer. The state is responsible for all repayments of these bonds in accordance with bond indentures. USNH facilities are not pledged as collateral for these bonds and creditors have no recourse to USNH. Accordingly, the state's debt obligation attributable to USNH's educational and general facilities is not reported as debt of USNH. As construction expenditures are incurred by USNH on state-funded educational and general facilities, amounts are billed to the state and recorded as State of New Hampshire capital appropriations.

Maturity of Long-term Debt Obligations

USNH Long-term debt obligations are scheduled to mature as follows using the associated fixed, estimated synthetic fixed, and expected variable rates in effect as of June 30, 2017 over the remaining terms of the individual issuances (\$ in thousands):

Fiscal Year	Principal	Interest	Total
2018	\$ 18,615	\$ 20,672	\$ 39,287
2019	66,512	19,886	86,398
2020	20,567	16,630	37,197
2021	50,594	15,987	66,581
2022	24,778	13,458	38,236
2023-2027	120,529	50,399	170,928
2028-2032	69,315	31,884	101,199
2033-2037	60,180	17,481	77,661
2038-2042	23,490	8,631	32,121
2043-2047	24,635	2,899	27,534
Plus: unamortized discounts/premiums, net	22,250	—	22,250
Total	\$ 501,465	\$ 197,927	\$ 699,392

9. Derivative instruments – interest rate swaps

USNH uses hedging derivatives to artificially fix interest rates on variable rate bonds outstanding. The terms and fair market value of swap contracts in place as of June 30, 2017 and 2016 were as follows (\$ in thousands):

	Effective Date	Termination Date	Payable Fixed Swap Rate	Receivable Variable Swap Rate	Notional Amount at June 30,		Swap Fair Value at June 30,	
					2017	2016	2017	2016
Series 2005A swap	October 29, 2008	July 1, 2035	3.6%	67% LIBOR	\$ 50,100	\$ 51,750	\$ (9,775)	\$ (13,709)
Series 2005B swap	August 1, 2005	July 1, 2033	3.1%	63% LIBOR+0.29%	73,405	77,700	(8,256)	(12,602)
Series 2011B swap	April 4, 2011	July 1, 2033	4.5%	67% LIBOR	34,200	36,030	(7,728)	(10,458)
Total					\$ 157,705	\$ 165,480	\$ (25,759)	\$ (36,769)

USNH utilized interest rate swap agreements with counterparties to effectively convert its variable rate debt to fixed rates. The swaps' fair values and changes therein are recognized in USNH's financial statements. Differences between the fixed and variable rates in effect at each interest due date are settled net under each swap, increasing or decreasing interest expense. The fair value of the swap instruments considers the estimated benefit or cost to the USNH to cancel the agreements as of the reporting dates, and is based on option pricing models that consider interest rates and other market factors, as well as the credit risks of the parties to the agreements. Interest rate volatility, remaining outstanding principal, and time to maturity will affect the swaps' fair values at subsequent reporting dates. The values were estimated using the zero-coupon discounting method. This method calculates the future payments required by the swap, assuming that the current forward rates implied by the yield curve are the market's best estimate of future spot interest rates. These payments are then discounted using the spot rates implied by the current yield curve for a hypothetical zero-coupon rate bond due on the date of each future net settlement payment. Because the swap fair values are based predominantly on observable inputs corroborated by market data, they are classified in Level 2 of the GASB fair value hierarchy. USNH intends to hold all swap contracts to maturity.

These derivative instruments meet the criteria established by GASB Statement No. 53 for effective hedges as of June 30, 2017 and 2016 and, therefore, their accumulated changes in fair value are reflected as deferrals on the Statements of Net Position. The notional amount of each swap is tied to the outstanding balance of the related bonds throughout the life of the swap. Under the terms of each swap, USNH makes fixed rate interest payments to the counterparty and receives a variable rate payment from the counterparty. USNH makes variable rate payments to bondholders on the related bonds. None of the derivatives require collateralization by USNH at any level of negative fair market value.

Risk Disclosure

Counterparty Risk – This is the risk that the counterparty will fail to perform under the terms of the swap agreement. As of June 30, 2017, USNH was exposed to no counterparty credit risk relative to its swaps as all swap market values were negative. The swaps require collateralization of any positive fair value of the swap should the counterparty's credit rating fall below thresholds identified in the swap contracts. USNH mitigates counterparty risk by spreading the swap exposure among various counterparties, by monitoring bond ratings continuously, and by requiring collateralization in certain circumstances.

Basis Risk – This is the risk of a mismatch between the variable rate received from the swap counterparty and the variable rate paid by USNH to bondholders on the underlying variable rate debt. The effective rate on the debt will vary depending on the magnitude and duration of any basis risk shortfall or surplus. Based on current and

historical experience, USNH's financial advisors expect payments received under the agreements to approximate the related bond payments over the life of the swaps. USNH manages basis risk by closely monitoring daily and monthly rates paid and received on each transaction, by diversifying bond remarketing agents, and by varying swap terms (e.g., 67% of LIBOR vs. 63% of LIBOR + 29 bps).

Termination Risk – This is the risk that the swaps could be terminated as a result of any of several events, which may include rating downgrades below specified levels for USNH or the swap counterparty; covenant violation; swap payment default or bankruptcy by either party; or default events under a bond resolution or trust indenture. Under the terms of each agreement, USNH has the option to terminate a swap at the fair market value at any time by providing notice to the counterparty, while the counterparty may only terminate the swap upon certain termination events. USNH manages termination risk by adhering to bond covenant requirements, employing strategic indicator targets to maintain financial strength, monitoring swap market values and counterparty credit ratings, and diversifying swap counterparties. Effective interest rates and other key terms of each derivative are described on the following page.

	Counterparty's Most Recent Credit Rating	Variable Interest Rates Paid and Received				Inception-To-Date		
		Interest Rate Paid by USNH to Bondholders as of		Interest Rate Received by USNH from Swap Counterparties as of		Effective Interest Rate Through		All-in Synthetically Fixed Interest
		6/30/2017	6/30/2016	6/30/2017	6/30/2016	6/30/2017	6/30/2016	
Series 2005A swap	Aa2/AA-	0.9%	0.4%	0.7%	0.3%	4.2%	3.6%	4.0%
Series 2005B swap	A1/A+	0.9%	0.4%	1.0%	0.6%	3.4%	2.9%	3.6%
Series 2011B swap	A3/BBB+	0.9%	0.4%	0.7%	0.3%	5.1%	4.5%	4.8%

Swap Cash Flows

Actual interest payments on the swaps vary as market rates vary. The table below shows estimated annual future cash flows of the derivative instruments if interest rates remain unchanged from June 30, 2017 through the end of each swap contract (\$ in thousands):

Fiscal Year	Notional Bonds Amortization	Estimated Interest Received	Estimated Interest and Fees Paid	Estimated Swap Net Outflows
2018	\$ 8,275	\$ (1,218)	\$ 5,331	\$ 4,113
2019	8,560	(1,147)	5,027	3,880
2020	8,720	(1,074)	4,718	3,644
2021	9,215	(997)	4,390	3,393
2022	9,385	(919)	4,056	3,137
2023-2027	45,435	(3,398)	15,135	11,737
2028-2032	41,875	(1,725)	7,807	6,082
2033-2036	26,240	(204)	993	789
Total	\$ 157,705	\$ (10,682)	\$ 47,457	\$ 36,775

10. Deferred inflows and outflows of resources

The components of Deferred Inflows and Outflows of Resources as of June 30, 2017 and 2016 were as follows (\$ in thousands):

	2017	2016
Deferred Outflows of Resources		
Accumulated decrease in fair value of hedging derivatives	\$ 25,759	\$ 36,769
Accounting loss on debt refinancing, net	7,308	7,783
Total Deferred Outflows of Resources	\$ 33,067	\$ 44,552
Deferred Inflows of Resources		
Deferred inflows of resources related to retirement	\$ 698	\$ –
Accounting gain on debt financing, net	1,508	1,879
Total Deferred Inflows of Resources	\$ 2,206	\$ 1,879

The accumulated decrease in fair value of hedging derivatives is recorded to offset the value of USNH's interest-rate swap liabilities which qualify for treatment as an effective hedge based on historic interest flows. USNH does not expect to terminate any of the swap agreements at this time. Deferred inflows of resources related to retirement consist of experience and assumptions gains that reduced the pension liability. These amounts will be recognized as a component of pension expense in future reporting periods. The accounting gain on debt refinancing relates to the Series 2005B, 2011B, and 2015 bond issuances while the accounting loss on debt refinancing relates to the Series 2009A, 2012 and 2016 bond issuances. These costs will be amortized as a component of interest expense over the remaining term of the new debt.

11. Pass-through grants

USNH distributed \$176,765,000 and \$181,980,000 of student loans through the US Department of Education Federal Direct Lending program during 2017 and 2016, respectively. These distributions and related funding sources are not included as expenses and revenues, or cash disbursements and cash receipts, in the accompanying financial statements. The Statements of Net Position include receivables of \$192,000 and \$1,337,000 as of June 30, 2017 and 2016, respectively, for direct loans disbursed in excess of US Department of Education receipts.

12. Endowment return used for operations

The objective of the annual spending formula for endowment return used for operations is to provide sustainable continued future support for ongoing programs at current levels assuming moderate inflation. To the extent that endowment yield is insufficient in any one year to meet the required spending distribution; accumulated net gains are utilized to fund the distribution. For the USNH pool, the distribution rate is established annually by the USNH Board of Trustees. The rate was 4.7% for 2017 and 4.5% for 2016 calculated as a percentage of the pool market value per unit as of December 31, 2015 and December 31, 2014 respectively. For the UNHF primary pool, the distribution rate was 5.2% and 5.3% for 2017 and 2016 calculated as a percentage of the average market value per unit for the previous twelve quarters. The components of endowment return used for operations for 2017 and 2016 are summarized below (\$ in thousands):

	2017	2016
Pooled endowment yield - campuses	\$ 6,252	\$ 5,238
Pooled endowment yield - affiliates	983	971
Trusts, life income and annuities yield	(114)	(91)
Gains utilized to fund distribution	19,700	20,507
Endowment return used for operations	\$ 26,821	\$ 26,625

13. Operating expenses by function

The following tables summarize USNH's operating expenses by functional classification for the past two years (\$ in thousands):

	Compensation	Supplies & Services	Utilities	Internal Allocations	Depreciation	2017 Total
Campuses – current funds						
Instruction	\$ 219,804	\$ 24,157	\$ 7	\$ –	\$ –	\$ 243,968
Auxiliary services	53,716	54,499	3,029	47,234	–	158,478
Research and sponsored programs	71,499	34,865	137	–	–	106,501
Academic support	51,782	23,107	37	247	–	75,173
Student services	29,533	14,503	11	(74)	–	43,973
Institutional support	45,678	15,483	68	(21,114)	–	40,115
Operations and maintenance	23,925	17,664	14,499	(26,247)	–	29,841
Fundraising and communications	12,813	7,258	–	3,247	–	23,318
Public service	7,487	1,821	–	–	–	9,308
Subtotal current funds	516,237	193,357	17,788	3,293	–	730,675
Campuses - other funds	(484)	15,567	161	(450)	62,942	77,736
Affiliated entities	4,943	929	–	(2,843)	–	3,029
Total	<u>\$ 520,696</u>	<u>\$ 209,853</u>	<u>\$ 17,949</u>	<u>\$ –</u>	<u>\$ 62,942</u>	<u>\$ 811,440</u>

	Compensation	Supplies & Services	Utilities	Internal Allocations	Depreciation	2016 Total
Campuses – current funds						
Instruction	\$ 225,411	\$ 25,358	\$ 2	\$ 507	\$ –	\$ 251,278
Auxiliary services	52,617	43,478	4,009	52,745	–	152,849
Research and sponsored programs	72,403	35,355	119	187	–	108,064
Academic support	52,807	22,870	19	462	–	76,158
Student services	28,681	13,680	15	(141)	–	42,235
Institutional support	44,890	13,865	66	(20,398)	–	38,423
Operations and maintenance	26,385	25,408	15,638	(33,685)	–	33,746
Fundraising and communications	12,497	5,506	–	3,237	–	21,240
Public service	8,324	1,985	–	234	–	10,543
Subtotal current funds	524,015	187,505	19,868	3,148	–	734,536
Campuses - other funds	(48)	14,146	18	(314)	59,919	73,721
Affiliated entities	4,536	921	–	(2,834)	–	2,623
Total	<u>\$ 528,503</u>	<u>\$ 202,572</u>	<u>\$ 19,886</u>	<u>\$ –</u>	<u>\$ 59,919</u>	<u>\$ 810,880</u>

14. Net position

Below details USNH's net position as of June 30, 2017 and 2016 (\$ in thousands):

	2017	2016
Net investments in capital assets	\$ 650,968	\$ 630,442
Restricted financial resources		
Nonexpendable		
Historic gift value of endowment - campuses	114,876	106,724
Historic gift value of endowment - affiliated entities	155,213	149,789
Total restricted nonexpendable resources	270,089	256,513
Expendable		
Held by campuses:		
Accumulated net gains on endowment	50,919	38,893
Fair value of restricted funds functioning as endowment	14,060	12,947
Gifts, grants and contracts	43,213	34,320
Life income and annuity funds	8	11
Loan funds	6,868	6,852
Held by affiliated entities:		
Accumulated net gains on endowment	35,507	22,512
Other	34,267	33,146
Total restricted expendable resources	184,842	148,681
Unrestricted financial resources		
Held by campuses:		
Education and general reserves	35,913	47,163
Auxiliary enterprises	42,320	41,868
Internally designated reserves	10,841	32,285
Unrestricted loan funds	1,495	1,646
Unexpended plant funds	127,057	111,421
Fair value of unrestricted funds functioning as endowment	163,253	122,203
Operating Staff Retirement Program Trust	993	—
Subtotal	381,872	356,586
Unfunded postretirement medical liability	(56,166)	(55,332)
Total unrestricted net assets held by campuses	325,706	301,254
Held by affiliated entities:		
Fair value of unrestricted funds functioning as endowment	1,280	501
Other	1,933	3,809
Total unrestricted financial resources	328,919	305,564
Total Net Position	\$ 1,434,818	\$ 1,341,200

In addition to the June 30, 2017 unexpended plant balance shown above, \$8,808,000 of internally designated reserves was approved for funding of campus capital projects. The largest of these projects is the Hamilton Smith building renovation and expansion project at UNH (\$6,234,000).

15. Commitments and contingencies

USNH holds insurance for losses related to real property, as well as professional, environmental and general liability claims. Property coverage is limited to \$100 million in the aggregate with varying deductible levels. Liability coverage and deductible levels are based on management's assessments of the risks of related losses. Settlements below the relevant deductible amounts are funded from unrestricted net position.

USNH makes expenditures in connection with restricted government grants and contracts, which are subject to final audit by government agencies. Management is of the opinion that the amount of disallowances, if any, sustained through such audits would not materially affect the financial position, results of operations, or cash flows of USNH.

USNH is a defendant in various legal actions arising out of the normal course of its operations. Although the final outcome of such actions cannot presently be determined, management is of the opinion that the eventual liability, if any, will not have a material effect on USNH's financial position, results of operations or cash flows.

16. Component units

Condensed information from the audited financial statements of the University of New Hampshire Foundation, Inc. (UNHF) is presented below (\$ in millions):

	2017	2016
Condensed information from the Statements of Net Position as of June 30,		
Endowment investments	\$ 209	\$ 188
Other assets	17	17
Total Assets	226	205
Annuities payable	3	2
Other liabilities	3	1
Total Liabilities	6	3
Total Net Position	\$ 220	\$ 202
Condensed information from the Statements of Revenues, Expenses and Changes in Net Position for the years ended June 30,		
Gifts and other support	\$ 23	\$ 27
Investment income	25	(6)
Total Revenues	48	21
Distributions to UNH	22	24
Administrative and other expenses	8	7
Total Expenses	30	31
Increase/(Decrease) in Net Position	\$ 18	\$ (10)
Condensed information from the Statements of Cash Flows for the years ended June 30,		
Receipts from gifts and other sources	\$ 16	\$ 17
Payments to UNH and suppliers	(23)	(26)
Net Cash Used in Operating Activities	(7)	(9)
Net cash provided by (used in) investing activities	5	6
Net cash provided by noncapital financing activities	5	3
Change in Cash and Equivalents	\$ 3	\$ —

A copy of the complete financial statements for UNHF can be obtained on their website at <https://www.unh.edu/give/financial-reports> or by contacting their Advancement Finance and Administration Office at (603) 862-1584.

17. Subsequent events

Management has evaluated the impact of subsequent events through October 23, 2017, which is the date that the financial statements were available for issuance, and concluded that no material events have occurred which would require recognition or disclosure.

Required Supplemental Information

(Unaudited)

Postretirement Medical Plan

Schedules of Funding Progress for the year ended June 30, 2017 (\$ in thousands):

Actuarial Valuation* Date	Actuarial Value of Assets (a)	Actuarial Accrued Liability (AAL) (b)	Unfunded AAL (UAAL) (c)	Funded Ratio (a)/(b)	Covered Payroll (d)	UAAL as a % of Covered Payroll (c)/(d)
December 31, 2016	–	\$ 111,913	\$ 111,913	–	\$ 227,918	49%
December 31, 2014	–	129,717	129,717	–	229,211	57%
July 1, 2013	–	52,231	52,231	–	224,139	23%
July 1, 2011	–	50,876	50,876	–	219,357	23%

* Third party actuaries are used to determine these amounts on a biennial basis.

Operating Staff Retirement Plan

Schedules of Changes in Total Pension Liability for the year ended June 30, 2017 (\$ in thousands):

	2017
Total Pension Liability	
Service Cost	\$ 20
Interest	298
Benefit payments*	(956)
	<hr/>
Net change in total pension liability	(638)
Total pension liability at beginning of year	<hr/> 6,345
Total pension liability at end of year	<u>\$ 5,707</u>
Covered payroll	\$ 1,007
Net Pension Asset as a Percentage of Covered Payroll	98.6%
Plan Fiduciary Net Position as a Percentage of the Total Pension Liability	117.4%
Plan Fiduciary Net Position	
Employer contributions	\$ 6,700
Net investment income	–
Benefit payments	<hr/> –
Fiduciary net position	<hr/> \$ 6,700
Total pension liability	(5,707)
Net Pension Asset	<u>\$ 993</u>

* Reflects payments and other adjustments made before the establishment of the trust on 6/26/17.

Additional Retirement Contribution Program

Schedule of Changes in Total Pension Liability for the year ended June 30, 2017 (\$ in thousands):

	2017
Total Pension Liability	
Service Cost	\$ 103
Interest	118
Benefit payments	(518)
Differences between expected and actual experience	(328)
Changes of assumptions	<hr/> (5)
Net change in total ARC obligation	(630)
Total ARC obligation at beginning of year	<hr/> 2,953
Total ARC obligation at end of year	<u>\$ 2,323</u>
Current portion	<hr/> \$ 455
Covered payroll	\$ 29,409
Total Pension liability as a Percentage of Covered Payroll	7.9%

See accompanying independent auditor's report.

UNIVERSITY SYSTEM OF NEW HAMPSHIRE
Supplementary Schedule of Expenditures of Federal Awards
Year ended June 30, 2017

Federal Grantor/Cluster Title	Pass through Grantor	Direct Award or Pass through entity Identifying Number	CFDA No.	Program Title	Amount Passed Through to Subrecipients	Total Federal Expenditures
Research and Development Cluster (note 3): Department of Agriculture		Direct	10.Contract	Other Department of Agriculture Programs	\$ —	23,047
		Direct	10.Unknown	Other Department of Agriculture Programs	—	221,494
		Direct	10.001	Agricultural Research_Basic and Applied Research	—	33,428
		Direct	10.028	Wildlife Services	—	6,831
	NH Department of Agriculture	05181626	10.170	Specialty Crop Block Grant Program - Farm Bill	—	28,150
	NH Department of Agriculture	06101544	10.170	Specialty Crop Block Grant Program - Farm Bill	—	4,459
	NH Department of Agriculture	14SCBGPNH0033	10.170	Specialty Crop Block Grant Program - Farm Bill	—	7,981
				Total Specialty Crop Block Grant Program - Farm Bill	—	40,590
	Auburn University	15ACES379834UNH	10.200	Grants for Agricultural Research Special Research Grants	90,183	128,759
	University of Maryland	15061Z5659002	10.200	Grants for Agricultural Research Special Research Grants	—	43,431
	University of Maryland	29079Z5551010	10.200	Grants for Agricultural Research Special Research Grants	—	14,203
	University of Maryland	41948-Z5659006	10.200	Grants for Agricultural Research Special Research Grants	—	53,354
	University of Maryland	Z555104	10.200	Grants for Agricultural Research Special Research Grants	—	32,127
				Total Grants for Agricultural Research Special Research Grants	90,183	271,874
		Direct	10.206	Grants for Agricultural Research Competitive Research	—	3,156,365
		Direct	10.207	Animal Health and Disease Research	—	22,892
	Pemaquid Mussel Farms	14B877	10.212	Small Business Innovation Research	—	9,555
	University of Vermont	GNE13051	10.215	Sustainable Agriculture Research and Education	—	4,320
	University of Vermont	LNE13323	10.215	Sustainable Agriculture Research and Education	—	5,712
	University of Vermont	LNE1534329994	10.215	Sustainable Agriculture Research and Education	15,177	41,755
	University of Vermont	LNE1534429994	10.215	Sustainable Agriculture Research and Education	—	146,307
	University of Vermont	LNE16-346-31064	10.215	Sustainable Agriculture Research and Education	—	24,198
	University of Vermont	ONE1422227806	10.215	Sustainable Agriculture Research and Education	—	1,336
	University of Vermont	ONE16284C29994	10.215	Sustainable Agriculture Research and Education	—	1,612
	University of Vermont	SNE150829994	10.215	Sustainable Agriculture Research and Education	—	16,891
	University of Vermont	SNE160831064	10.215	Sustainable Agriculture Research and Education	—	14,711
				Total Sustainable Agriculture Research and Education	15,177	256,842
		Direct	10.253	Consumer Data and Nutrition Research	—	11,805
		Direct	10.303	Integrated Programs	3,623	129,727
	Cornell University	678269933	10.304	Homeland Security - Agricultural	—	(38)
	Cornell University	80289-10774	10.304	Homeland Security - Agricultural	—	13,126
				Total Homeland Security - Agriculture	—	13,088
		Direct	10.307	Organic Agriculture Research and Extension Initiative	291,016	419,558
	Cornell University	79536-10805	10.307	Organic Agriculture Research and Extension Initiative	—	7,401
				Total Organic Agriculture Research and Extension Initiative	291,016	426,959
	Michigan State University	RC104285J	10.309	Specialty Crop Research Initiative	—	44,008
	Michigan State University	RC104622E	10.309	Specialty Crop Research Initiative	—	12,709
				Total Specialty Crop Research Initiative	—	56,717
	University of Colorado	1000340959	10.310	Agriculture and Food Research Initiative (AFRI)	114,000	923,377
	University of Minnesota	H001897205	10.310	Agriculture and Food Research Initiative (AFRI)	—	71,276
	University of Oklahoma	2016-68002-24967	10.310	Agriculture and Food Research Initiative (AFRI)	—	56,264
	University of Vermont	28062SUB51561	10.310	Agriculture and Food Research Initiative (AFRI)	—	11,310
	University of Vermont	28976SUB51703	10.310	Agriculture and Food Research Initiative (AFRI)	—	4,772
	Virginia Polytechnic Institute and State University	42247519119	10.310	Agriculture and Food Research Initiative (AFRI)	—	2,512
				Total Agriculture and Food Research Initiative (AFRI)	—	20,944
				Total Agriculture and Food Research Initiative (AFRI)	114,000	1,090,455

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Department of Agriculture Total Department of Commerce	University of Minnesota	H005095101	10.319	Farm Business Management and Benchmarking Competitive Grants Program	\$ —	16,637
	University of Minnesota	H005728803	10.319	Farm Business Management and Benchmarking Competitive Grants Program	—	3,661
				Total Farm Business Management and Benchmarking Grants Program	—	20,298
	Cornell University	7398410392	10.329	Crop Protection and Pest Managment Competitive Grants Program	—	11,086
		Direct	10.351	Rural Business Development Grant	—	17,956
		Direct	10.600	Foreign Market Development Cooperator Program	—	1,301
		Direct	10.652	Forestry Research	79,813	301,575
	University of Vermont	26994 SUB U OF NH	10.652	Forestry Research	8,012	25,358
	University of Vermont	28001 SUB U OF NH	10.652	Forestry Research	1,521	4,496
				Total Forestry Research	89,346	331,429
		Direct	10.680	Forest Health Protection	—	85,825
		Direct	10.699	Partnership Agreements	—	55
		Direct	10.777	Norman E. Borlaug International Agriculture Science and Technology Fellowship	—	14,076
		Direct	10.902	Soil and Water Conservation	—	52,894
	Rutgers University	PO 576747	10.912	Environmental Quality Incentives Program	—	20,082
	Nature Conservancy	TNCUNHNRCS05222017	10.931	Agricultural Conservation Easment Program	—	4,133
					603,345	6,330,804
	Applied Technology Council	Direct 1200-24-261	11.Contract 11.Contract	Other Department of Commerce Programs Other Department of Commerce Programs	— —	37,394 56,158
	University of Puerto Rico	Direct 2015-2016-005	11.Unknown 11.Unknown	Other Department of Commerce Programs Other Department of Commerce Programs	— —	43,045 9,722
	University of Puerto Rico	2016-2017-005	11.Unknown	Other Department of Commerce Programs	—	29,152
				Total Other Department of Commerce Programs	—	175,471
	University of Puerto Rico	2016-2017-004	11.001	Census Bureau Data Products	—	12,524
	NERACOOS	Direct A002004	11.012 11.012	Integrated Ocean Observing System (IOOS)	143,360	267,570
	NERACOOS	A00504	11.012	Integrated Ocean Observing System (IOOS)	3,200	120,246
	NERACOOS	A008-404	11.012	Integrated Ocean Observing System (IOOS)	—	44,699
				Integrated Ocean Observing System (IOOS)	22,990	128,491
				Total Integrated Ocean Observing System (IOOS)	169,550	561,006
		Direct	11.400	Geodetic Surveys and Services (Geodesy and Applications of the National Geodetic Reference System)	815,104	7,579,628
		Direct	11.417	Sea Grant Support	63,914	1,505,055
	Nature Conservancy	TNCNH-UNH-0603161	11.419	Coastal Zone Management Administration Awards	—	18,284
	NH Department of Environmental Services	6011678	11.419	Coastal Zone Management Administration Awards	—	56,505
	NH Department of Environmental Services	08141360	11.419	Coastal Zone Management Administration Awards	—	1,795
	NH Department of Environmental Services	100715-045	11.419	Coastal Zone Management Administration Awards	—	44,224
	NH Department of Environmental Services	13V187	11.419	Coastal Zone Management Administration Awards	—	21,952
	University of Florida	UFDSP00011234	11.419	Coastal Zone Management Administration Awards	—	27,798
				Total Coastal Zone Management Administration Awards	—	170,558
		Direct	11.427	Fisheries Development and Utilization Research and Development Grants and Cooperative Agreements Program	—	166,617
	Gulf of Maine Research Institute	10ATLCOD14UNH	11.427	Fisheries Development and Utilization Research and Development Grants and Cooperative Agreements Program	—	55,398
	Gulf of Maine Research Institute	10-SKOBT-15 UNH	11.427	Fisheries Development and Utilization Research and Development Grants and Cooperative Agreements Program	—	22,814

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	State of Massachusetts	14G257	11.427	Fisheries Development and Utilization Research and Development Grants and Cooperative Agreements Program	\$ —	26,714
	Virginia Polytechnic Institute and State University	451376-19119	11.427	Fisheries Development and Utilization Research and Development Grants and Cooperative Agreements Program	—	54,016
				Total Fisheries Development and Utilization Research and Development Grants and Cooperative Agreements Program	—	325,559
	National Fish & Wildlife Foundation	Direct 030315047848	11.431 11.454	Climate and Atmospheric Research Unaffiliated Management Projects	— —	121,939 30,772
		Direct Direct	11.463 11.472	Habitat Conservation Unaffiliated Science Program	— —	549,966 106,594
	Industrial Economics Inc NERACOOS	5700UNH A007-004	11.473 11.473	Office for Coastal Management Office for Coastal Management	— —	2,934 50,228
				Total Office for Coastal Management	—	53,162
		Direct	11.609	Measurement and Engineering Research and Standards	—	235,018
		Direct	11.620	Science, Technology, Business and/or Education Outreach	—	10,430
Department of Commerce Total					1,048,568	11,437,682
Department of Defense						
	Catharsis Productions	Direct	12.Contract	Other Department of Defense Programs	257,787	1,173,502
	148964	12.Contract	12.Contract	Other Department of Defense Programs	—	1,195
	Massachusetts Institute of Technology	7000338092	12.Contract	Other Department of Defense Programs	—	30,081
	University of Georgia	RR5515474708621	12.Contract	Other Department of Defense Programs	—	34,580
	University of Massachusetts	15008321A00	12.Contract	Other Department of Defense Programs	—	222,847
				Total Other Department of Defense Programs	257,787	1,462,205
	University of California at San Diego	Direct	12.300	Basic and Applied Scientific Research	—	911,588
		78526300/W912HZ-15-2-0019	12.300	Basic and Applied Scientific Research	—	51,703
				Total Basic and Applied Scientific Research	—	963,291
	NH Adjutant Generals Department	6011654	12.401	National Guard Military Operations and Maintenance (O&M Projects)	—	13,906
	University of Missouri	00050555-2	12.420	Military Medical Research and Development	—	15,800
		Direct	12.431	Basic Scientific Research	—	122,714
	Northeastern University	504079-78050	12.431	Basic Scientific Research	—	20,200
				Total Basic Scientific Research	—	142,914
	Academy of Applied Science	14NH10	12.630	Basic, Applied, and Advanced Research in Science and Engineering	—	15,908
		Direct	12.800	Air Force Defense Research Sciences Program	158,409	542,056
	Boston College	5102531-1	12.800	Air Force Defense Research Sciences Program	—	28,515
				Total Air Force Defense Research Sciences Program	158,409	570,571
		Direct	12.901	Mathematical Sciences Grants Program	—	38,215
Department of Defense Total					416,196	3,222,810
Department of the Interior						
		Direct	15.Contract	Other Department of Interior Programs	654,685	918,636
		Direct	15.424	Marine Minerals Activities - Hurricane Sandy	9,208	138,119
	University of California at Santa Barbara	KK1710	15.441	Safety and Environmental Research and Data Collection for Offshore Energy and Mineral Activities	—	65,796
	NH Department of Fish & Game	4191745	15.605	Sport Fish Restoration	—	2,801
	NH Department of Fish & Game	07241338	15.611	Wildlife Restoration and Basic Hunter Education	—	145,877
	NH Department of Fish & Game	032316-51	15.615	Cooperative Endangered Species Conservation Fund	—	272
	NH Department of Fish & Game	041917-46	15.615	Cooperative Endangered Species Conservation Fund	—	4,288
				Total Cooperative Endangered Species Conservation Fund	—	4,560

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	NH Department of Fish & Game	01291440	15.634	State Wildlife Grants	\$ —	13,053
	NH Department of Fish & Game	12161557	15.634	State Wildlife Grants	—	55,690
	NH Department of Fish & Game	032316-51	15.634	State Wildlife Grants	—	47,483
				Total State Wildlife Grants	—	116,226
		Direct	15.650	Research Grants (Generic)	—	23,456
		Direct	15.654	National Wildlife Refuge System Enhancements	—	23,032
	NH Department of Fish & Game	050615-50	15.655	Migratory Bird Monitoring, Assessment and Conservation	—	2,917
		Direct	15.657	Endangered Species Conservation: Recovery Implementation Funds	37,421	106,849
	National Fish & Wildlife Foundation	040515049715	15.663	National Fish and Wildlife Foundation	—	61,096
		Direct	15.677	Hurricane Sandy Disaster Relief Activities-FWS	—	14,615
	University of Maine	UMS986	15.677	Hurricane Sandy Disaster Relief Activities-FWS	—	16,125
				Total Hurricane Sandy Disaster Relief Activities-FWS	—	30,740
		Direct	15.805	Assistance to State Water Resources Research Institutes	52,941	193,261
		Direct	15.808	U. S. Geological Survey Research and Data Acquisition	—	179,387
	AmericaView Inc	AV13NH01	15.815	Natl Land Remote Sensing - Education Outreach & Research	—	23,427
	University of Wyoming	1002954C-UNH	15.945	Cooperative Research & Training Programs SPA Resources of the National Park System	—	4,999
Department of the Interior Total					754,255	2,041,179
Department of Justice		Direct	16.026	OVW Research and Evaluation Program	—	38,990
		Direct	16.527	OVW Technical Assistance Initiative	—	91,326
		Direct	16.540	Juvenile Justice and Delinquency Prevention Allocation to States	11,855	99,922
	Westat	8845S001	16.543	Missing Children's Assistance	—	33,280
		Direct	16.560	National Institute of Justice Research, Evaluation, and Development Project Grants	216,782	562,658
	University of Illinois	INTF3030HH4W22916036	16.560	National Institute of Justice Research, Evaluation, and Development Project Grants	—	31,256
	National Children's Advocacy Center	2015-R2-CX-0004	16.560	National Institute of Justice Research, Evaluation, and Development Project Grants	—	68,122
	University of Illinois	INTF3030HH4W22916036	16.560	National Institute of Justice Research, Evaluation, and Development Project Grants	—	142,394
				Total National Institute of Justice Research, Evaluation and Development of Project Grants	216,782	804,430
	Westat	646600S001	16.734	Special Data Collection and Statistical Studies	—	32,682
Department of Justice Total					228,637	1,100,630
Department of Labor						
	NH Department of Employment Security	111815-32	17.261	WIA/WIOA Pilots, Demonstrations, and Research Projects	—	74,543
Department of Labor Total					—	74,543
Department of Transportation		Direct	20.Contract	Other Department of Transportation Programs	34,691	75,798
	RS Audley Incorporated	11238O	20.Contract	Other Department of Transportation Programs	—	604
	University of Vermont	26014 SUB UNH 15-1	20.Unknown	Other Department of Transportation Programs	—	19,787
	University of Vermont	26014 SUB UNH 15-3	20.Unknown	Other Department of Transportation Programs	—	24,019
	University of Vermont	260141303UNH PROJ 2	20.Unknown	Other Department of Transportation Programs	—	51,882
Department of Transportation Total					34,691	172,090
National Aeronautics and Space Administration		Direct	43.Contract	Other National Aeronautics and Space Administration Programs	232,900	983,503
	Applied GeoSolutions LLC	148B93	43.Contract	Other National Aeronautics and Space Administration Programs	—	23,916
	Assurance Technology Corp	900731	43.Contract	Other National Aeronautics and Space Administration Programs	—	523,248
	California Institute of Technology	44A1093999	43.Contract	Other National Aeronautics and Space Administration Programs	—	115,579
	Johns Hopkins University	499879Q	43.Contract	Other National Aeronautics and Space Administration Programs	—	250,947

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	Johns Hopkins University	967399	43.Contract	Other National Aeronautics and Space Administration Programs	\$ 352,933	378,969
	Millennium Engineering & Integration Co	NNA10DF16B	43.Contract	Other National Aeronautics and Space Administration Programs	—	42,743
	Physical Sciences, Inc.	SC-1759-001	43.Contract	Other National Aeronautics and Space Administration Programs	—	15,331
	Southwest Research Institute (SwRI)	499878Q	43.Contract	Other National Aeronautics and Space Administration Programs	1,696,478	3,272,178
	Southwest Research Institute (SwRI)	599770Q	43.Contract	Other National Aeronautics and Space Administration Programs	—	240,569
	Southwest Research Institute (SwRI)	A99200MO	43.Contract	Other National Aeronautics and Space Administration Programs	—	106,307
	Southwest Research Institute (SwRI)	D99032L	43.Contract	Other National Aeronautics and Space Administration Programs	—	268,984
	University of California at Berkeley (UCB)	7549	43.Contract	Other National Aeronautics and Space Administration Programs	—	11,892
	University of California at Berkeley (UCB)	SA405826326	43.Contract	Other National Aeronautics and Space Administration Programs	—	93,141
	University of California at Santa Barbara	KK1400	43.Contract	Other National Aeronautics and Space Administration Programs	—	24,362
	University of Iowa	1000556126	43.Contract	Other National Aeronautics and Space Administration Programs	—	16,371
		Direct	43.Unknown	Other National Aeronautics and Space Administration Programs	573,487	3,927,175
	Harvard-Smithsonian Center for Astrophysics	DD3146066A	43.Unknown	Other National Aeronautics and Space Administration Programs	—	571
				Total Other National Aeronautics and Space Administration Programs	2,855,798	10,295,786
		Direct	43.001	Science	405,978	3,171,427
	Dartmouth College	1458R40	43.001	Science	—	83,200
	Florida Atlantic University	XR-K11	43.001	Science	—	3,979
	Georgia Institute of Technology	RE513G1	43.001	Science	—	109,221
	Georgia Institute of Technology	RG213G1	43.001	Science	—	54,542
	Harvard-Smithsonian Center for Astrophysics	GO5-16114X	43.001	Science	—	34,700
	Harvard-Smithsonian Center for Astrophysics	GO6-17046X	43.001	Science	—	35,821
	Johns Hopkins University	135260	43.001	Science	1,043,652	1,851,393
	Predictive Science	UNH-16NAJL03	43.001	Science	—	14,343
	Princeton University	NFE	43.001	Science	—	68,920
	Princeton University	SUB0000036	43.001	Science	—	51,427
	Princeton University	SUB0000147	43.001	Science	—	188,201
	Princeton University	SUB0000156	43.001	Science	—	227,538
	Princeton University	SUB0000191	43.001	Science	—	86,756
	Rutgers University	4941	43.001	Science	—	71,911
	University of Alabama	2014104	43.001	Science	—	28,501
	University of Alaska	UAF 16-0020	43.001	Science	—	13,259
	University of Colorado	1553781	43.001	Science	—	18,757
	University of Michigan	3004129864	43.001	Science	—	12,603
	University of Iowa	1001665865	43.001	Science	—	610,315
	University of Toledo	F-2017-131	43.001	Science	—	21,369
	University of Washington	UWSC9774	43.001	Science	—	2,576
				Total Science	1,449,630	6,760,759
		Direct	43.008	Education	397,175	864,356
		Direct	43.009	Cross Agency Support	—	3,661
National Aeronautics and Space Administration Total					4,702,603	17,924,562
National Foundation on the Arts and the Humanities					—	—
National Foundation on the Arts and the Humanities Total					—	22,383
National Science Foundation					—	—
	Mt. Holyoke College	01GD8191	47.Contract	Other National Science Foundation Programs	—	21,536
		Direct	47.Unknown	Other National Science Foundation Programs	—	217,262
	Woods Hole Research Center Inc	WHRCMG091705	47.Unknown	Other National Science Foundation Programs	—	16,869
				Total Other National Science Foundation Programs	—	255,667
		Direct	47.041	Engineering Grants	86,879	1,664,202
	City University of New York	40E48D	47.041	Engineering Grants	—	43,529
	netBlazz	14074	47.041	Engineering Grants	—	75,077
	Tufts University	NSF693	47.041	Engineering Grants	—	5,980
	University of California at Riverside	S000803	47.041	Engineering Grants	—	26,675

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	University of Wyoming	1022444UNH	47.041	Engineering Grants	\$ —	4,334
				Total Engineering Grants	86,879	1,819,797
	Northeastern University	Direct	47.049	Mathematical and Physical Sciences	—	410,261
		502421-78050 P1704452	47.049	Mathematical and Physical Sciences	—	5,781
				Total Mathematical and Physical Sciences	—	416,042
	Dartmouth College	Direct	47.050	Geosciences	1,511,879	5,403,562
		1376	47.050	Geosciences	—	138,669
	Florida Institute of Technology	P0051348	47.050	Geosciences	—	10,257
	Marine Biological Laboratory	45244	47.050	Geosciences	—	64,869
	Marine Biological Laboratory	52681	47.050	Geosciences	—	49,855
	Perdue University	410177604	47.050	Geosciences	—	102,939
	University of California at Berkeley	9430	47.050	Geosciences	—	16,722
				Total Geosciences	1,511,879	5,786,873
	St Anselm College	Direct	47.070	Computer and Information Science and Engineering	—	301,287
		20151	47.070	Computer and Information Science and Engineering	—	32,371
	University System of Georgia	RD199G13	47.070	Computer and Information Science and Engineering	—	11,045
				Total Computer and Information Science and Engineering	—	344,703
	Bowdoin College	Direct	47.074	Biological Sciences	364,664	2,699,294
		2017001	47.074	Biological Sciences	—	10,356
	Cary Institute of Ecosystem Studies	3298200201811	47.074	Biological Sciences	—	191,391
	Cary Institute of Ecosystem Studies	3340/200201862/1637685	47.074	Biological Sciences	—	1,155
	Cary Institute of Ecosystem Studies	3340-200201866	47.074	Biological Sciences	—	1,918
	Harvard University	1317065056664	47.074	Biological Sciences	—	87,230
	University of California, Santa Cruz	A000338S003P0584989	47.074	Biological Sciences	—	127,574
	University of Puerto Rico	201408	47.074	Biological Sciences	—	12,023
	University of Puerto Rico	2016005	47.074	Biological Sciences	—	81,924
				Total Biological Sciences	364,664	3,212,865
	University of Massachusetts Amherst	Direct	47.075	Social Behavioral and Economic Sciences	—	90,210
		17009298A	47.075	Social Behavioral and Economic Sciences	—	4,145
	University of Idaho	JDK041-SB-001	47.075	Social Behavioral and Economic Sciences	—	172,984
				Total Social, Behavioral and Economic Sciences	—	267,339
	Columbia University	Direct	47.076	Education and Human Resources	27,900	1,614,170
		1GG009026	47.076	Education and Human Resources	—	38,621
				Total Education and Human Resources	27,900	1,652,791
		Direct	47.078	Polar Programs	—	187,468
	Michigan Technological Univ	Direct	47.079	Office of International Science and Engineering	642,588	1,745,091
		1110090Z6 P0090858	47.079	Office of International Science and Engineering	—	77,957
				Total Office of International Science and Engineering	642,588	1,823,048
		Direct	47.080	Office of Cyberinfrastructure	—	21,441
		Direct	47.081	Office of Experimental Program to Stimulate Competitive Research	340,819	2,218,961
National Science Foundation Total					2,974,729	18,006,995
Environmental Protection Agency						
	University of Colorado	Direct	66.Contract	Other Environmental Protection Agency Programs	—	33,846
		1552029	66.Contract	Other Environmental Protection Agency Programs	—	205,335
				Total Other Environmental Protection Agency Programs	—	239,181
	Florida International University	SUB# 800002002-01, AMD #3	66.436	Surveys, Studies, Investigations, Demonstrations, and Training Grants and Cooperative Agreements - Section 104(b)(3) of the Clean Water Act	—	6,556

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Environmental Protection Agency Total	University of Southern Maine University of Southern Maine	Direct	66.456	National Estuary Program	\$ 34,783	680,906		
		6100345419	66.456	National Estuary Program	—	6,141		
		6481645	66.456	National Estuary Program	—	4,980		
	Total National Estuary Program				34,783	692,027		
	Clark University Dartmouth College Dartmouth College	Direct	66.509	Science To Achieve Results (STAR) Research Program	—	205,185		
		2E049-SNH	66.509	Science To Achieve Results (STAR) Research Program	—	74,755		
		R898	66.509	Science To Achieve Results (STAR) Research Program	—	61,539		
		R899/83616901	66.509	Science To Achieve Results (STAR) Research Program	—	50,956		
	Total Science to Achieve Results (STAR) Research Programs				—	392,435		
					34,783	1,330,199		
	Department of Energy	Iowa State University	Direct	81.Contract	Other Department of Energy Programs	—	39,534	
			4012125A	81.Contract	Other Department of Energy Programs	—	108,372	
Total Other Department of Energy Programs				—	147,906			
Ohio State University Pennsylvania State University Stanford University University of Massachusetts Amherst University of Massachusetts Amherst University of Arizona University of Colorado University of Maryland University of Wisconsin		Direct	81.049	Office of Science Financial Assistance Program	65,161	1,265,163		
		60055729	81.049	Office of Science Financial Assistance Program	—	51,029		
		4954UNHSU105B	81.049	Office of Science Financial Assistance Program	—	9,307		
		61351720-124215	81.049	Office of Science Financial Assistance Program	—	155,580		
		17009594B00	81.049	Office of Science Financial Assistance Program	—	74,158		
		17009619A00	81.049	Office of Science Financial Assistance Program	—	4,933		
		161154	81.049	Office of Science Financial Assistance Program	—	144,097		
		1000537813	81.049	Office of Science Financial Assistance Program	—	9,235		
		Z7197001	81.049	Office of Science Financial Assistance Program	—	44,589		
		455K696	81.049	Office of Science Financial Assistance Program	—	89,923		
		Total Office of Science Financial Assistance Program				65,161	1,848,014	
University Of Texas - Austing University Of Utah Massachusetts Institute of Technology		Direct	81.087	Renewable Energy Research and Development	—	103,358		
		UTA15-001120	81.089	Fossil Energy Research and Development	—	25,649		
		10031590UNH	81.121	Nuclear Energy Research, Development and Demonstration	—	85,583		
		571000	81.133	Geologic Sequestration Training and Research Grant Program	—	59,192		
Department of Energy Total				65,161	2,269,702			
Department of Education		Kessler Foundation Inc University of Vermont NH Department of Education NH Department of Education	38502	84.133	National Institute on Disability and Rehabilitation	—	24,381	
			29338SUB51804	84.305	Education Research, Development and Dissemination	90,681	301,917	
			Approved by G&C 11/21/15	84.323	Special Education - State Personnel Development	—	80,540	
	Approved by G&C 5/23/14		84.323	Special Education - State Personnel Development	—	1,821		
	Total Special Education - State Personnel Development				—	82,361		
	Univ Kansas Ctr Research Inc	FY2013047	84.326	Special Education, Technical Assistance and Dissemination to Improve Services and Results for Children with Disabilities	—	510,171		
								90,681
	Department of Education Total				90,681	918,830		
	Northern Border Regional Commission	Northern Border Regional Commission	Direct	90.601	Northern Border Regional Development	—	10,984	
Northern Border Regional Commission Total						10,984		
Department of Health and Human Services	Christopher Reeve Paralysis Foundation	14NH71	93.Unknown	Other Department of Health and Human Services Programs	—	9,147		
		Direct	93.088	Advancing System Improvements for Key Issues in Women's Health	—	222,933		
		Direct	93.113	Environmental Health	—	(6,692)		
		Direct	93.136	Injury Prevention and Control Research and State and Community Based Programs	83,505	612,724		
	New Hampshire Coalition Against Domestic Violence	14NG96	93.136	Injury Prevention and Control Research and State and Community				

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Federal Grantor/Cluster Title	Pass through Grantor	Direct Award or Pass through entity Identifying Number	CFDA No.	Program Title	Amount Passed Through to Subrecipients	Total Federal Expenditures
				Based Programs	\$ —	25,535
				Total Injury Prevention and Control Research and State and Community Based Programs	83,505	638,259
		Direct	93.184	Disabilities Prevention	—	396,420
		Direct	93.242	Mental Health Research Grants	—	418,887
		Direct	93.243	Substance Abuse and Mental Health Services - Projects of Regional & National Significance	—	77,666
Dartmouth College		R931	93.243	Substance Abuse and Mental Health Services - Projects of Regional & National Significance	—	1,659
NH Department of Health & Human Services		04191712	93.243	Substance Abuse and Mental Health Services - Projects of Regional & National Significance	—	2,621
NH Department of Health & Human Services		04191713	93.243	Substance Abuse and Mental Health Services - Projects of Regional & National Significance	—	2,695
				Total Substance Abuse and Mental Health Services - Projects of Regional & National Significance	—	84,641
		Direct	93.262	Occupational Safety and Health Program	—	149,441
University of Delaware		35389	93.273	Alcohol Research Programs	—	14,306
Emory University		T663436	93.310	Trans-NIH Research Support	—	211,031
		Direct	93.396	Cancer Biology Research	—	16,845
		Direct	93.398	Cancer Research Manpower	—	132,447
		Direct	93.433	ACL National Institute on Disability, Independent Living, and Rehabilitation Research	297,478	2,079,343
Univ Kansas Ctr Research Inc		FY2012044	93.433	ACL National Institute on Disability, Independent Living, and Rehabilitation Research	—	40,055
				Total ACL National Institute on Disability, Independent Living, and Rehabilitation Research	297,478	2,119,398
		Direct	93.464	ACL Assistive Technology	—	513,130
NH Department of Health & Human Services		060717-008	93.563	Child Support Enforcement	—	19,122
		Direct	93.647	Social Services Research and Demonstration	—	105,284
State University of New York		16-41	93.648	Child Welfare Research Training and Demonstration	—	79,146
NH Department of Health & Human Services		Approved by G&C 5/2/16	93.757	State and Local Public Health Actions to Prevent Obesity, Diabetes, Heart Disease and Stroke (PPHF)	—	797
Xemed LLC		2R44HL117337-03-UNH	93.838	Lung Diseases Research	—	32,819
Brigham and Women's Hospital		114149	93.839	Blood Diseases and Resources Research	—	262,095
		Direct	93.859	Biomedical Research and Research Training	—	91,380
Dartmouth College		DARTMOUTH SUB#770	93.859	Biomedical Research and Research Training	—	(237)
Dartmouth College		DARTMOUTH SUB#R768	93.859	Biomedical Research and Research Training	—	100
Dartmouth College		R762	93.859	Biomedical Research and Research Training	—	72,890
Dartmouth College		R763	93.859	Biomedical Research and Research Training	—	350,370
Dartmouth College		R764	93.859	Biomedical Research and Research Training	—	75,444
Dartmouth College		R765	93.859	Biomedical Research and Research Training	—	64,702
Dartmouth College		R774	93.859	Biomedical Research and Research Training	—	225,255
Dartmouth College		R775	93.859	Biomedical Research and Research Training	—	85,075
Dartmouth College		R919	93.859	Biomedical Research and Research Training	—	59,443
Dartmouth College		SUB R770/5P20GM103506-07	93.859	Biomedical Research and Research Training	—	113,388
Dartmouth College		SUB#R758/5P20GM103506-17	93.859	Biomedical Research and Research Training	—	71,839
Dartmouth College		SUB#R769	93.859	Biomedical Research and Research Training	—	(4,511)
Dartmouth College		SUB#R769 P20GM103506	93.859	Biomedical Research and Research Training	—	186,559
Indiana University		1569204	93.859	Biomedical Research and Research Training	—	310,438
University of Wyoming		1003287A-UNH	93.859	Biomedical Research and Research Training	—	9,496
				Total Biomedical Research and Research Training	—	1,711,631
		Direct	93.865	Child Health and Human Development Extramural Research	70,434	188,459
Center for Innovative Public Health Research		1R01HD083072	93.865	Child Health and Human Development Extramural Research	—	10,522
				Total Child Health and Human Development Extramural Research	70,434	198,981
		Direct	93.866	Aging Research	9,997	80,702

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Federal Grantor/Cluster Title	Pass through Grantor	Direct Award or Pass through entity Identifying Number	CFDA No.	Program Title	Amount Passed Through to Subrecipients	Total Federal Expenditures
		Direct	93.867	Vision Research	\$ —	291,124
		Direct	93.991	Preventative Health and Health Services Block Grant	16,826	229,067
Department of Health & Human Services Total					478,240	7,930,961
Total Research and Development Cluster					11,431,889	72,794,354
Other awards:						
Department of Agriculture:						
SNAP Cluster	NH Department of Health & Human Services	11041511	10.561	State Administrative Matching Grants for the Supplemental Nutrition Assistance Program	—	991,181
SNAP Cluster Total					—	991,181
Child Nutrition Cluster	NH Department of Education	13D081	10.559	Summer Food Service Program for Children	—	21,236
Child Nutrition Cluster Total					—	21,236
Department of the Interior:						
Fish and Wildlife Cluster	Nature Conservancy	FCO-08232016-UNH-1	15.634	State Wildlife Grants	—	36,364
	NH Department of Fish & Game	041917-46	15.634	State Wildlife Grants	—	17,063
	Oklahoma Department of Wildlife Conservation	3209006270	15.634	State Wildlife Grants	—	12,211
				Total State Wildlife Grants	—	65,638
	Merrimack River Watershed Council	40515049716	15.663	National Fish and Wildlife Foundation	—	17,052
	Natl Wildlife Federation	1504012	15.663	National Fish and Wildlife Foundation	—	132,886
				Total National Fish and Wildlife Foundation	—	149,938
Fish and Wildlife Cluster Total					—	215,576
Department of Transportation:						
Highway Planning and Construction Cluster	Maine Department of Transportation	22078	20.205	Highway Planning and Construction	—	14,738
	NH Department of Environmental Services	050609-073	20.205	Highway Planning and Construction	—	1,904
	NH Department of Transportation	02252015-22	20.205	Highway Planning and Construction	—	140,847
	NH Department of Transportation	04221528	20.205	Highway Planning and Construction	—	22,763
	NH Department of Transportation	062211-360	20.205	Highway Planning and Construction	—	6
	NH Department of Transportation	102616-35	20.205	Highway Planning and Construction	—	94,667
	NH Department of Transportation	111815-16	20.205	Highway Planning and Construction	—	209,789
	NH Department of Transportation	G&C	20.205	Highway Planning and Construction	—	372,525
	NH Department of Transportation	G&C 10.26.16	20.205	Highway Planning and Construction	—	11,916
	Texas A&M Transportation Institute	12S141239	20.205	Highway Planning and Construction	—	26,884
Highway Planning and Construction Cluster Total					—	896,039
Federal Transit Cluster:		Direct	20.Unknown	Other Department of Transportation Programs	—	330,120
		Direct	20.507	Federal Transit Formula Grants	—	128,789
		Direct	20.514	Public Transportation Research, Technical Assistance and Training	—	53,269
				Bus and Bus Facilities Formula Program	—	20,139
Federal Transit Cluster Total					—	532,317
Highway Safety Cluster	NH Department of Safety	020117-061	20.600	State and Community Highway Safety	—	37,456
	NH Department of Safety	061516-083	20.600	State and Community Highway Safety	—	37,283
	NH Department of Safety	13S038	20.600	State and Community Highway Safety	—	5,617
	NH Highway Safety Agency	16061	20.600	State and Community Highway Safety	—	4,067
				Total State and Community Highway Safety	—	84,423
	NH Department of Safety	30817A061	20.616	National Priority Safety Programs	—	3,463
Highway Safety Cluster Total					—	87,886

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Federal Grantor/Cluster Title	Pass through Grantor	Direct Award or Pass through entity Identifying Number	CFDA No.	Program Title	Amount Passed Through to Subrecipients	Total Federal Expenditures
Department of Education: Special Education (IDEA) Cluster	NH Department of Education	091615	84.027	Special Education Grants to States	\$ —	14,996
Special Education (IDEA) Cluster Total					—	14,996
Student Financial Assistance Cluster:						
		Direct	84.007	Federal Supplemental Educational Opportunity Grants	—	2,810,663
		Direct	84.033	Federal Work-Study Program	—	2,233,570
		Direct	84.038	Federal Perkins Loan Program (note 4)	—	26,412,344
		Direct	84.063	Federal Pell Grant Program	—	24,601,415
		Direct	84.268	Direct Lending Programs - Loans Issued (note 5)	—	176,672,950
Student Financial Assistance Cluster Total					—	232,730,942
TRIO Cluster						
		Direct	84.042	TRIO Student Support Services	—	937,181
		Direct	84.044	TRIO Talent Search	—	548,859
		Direct	84.047	TRIO Upward Bound	—	929,190
		Direct	84.217	TRIO McNair Post-Baccalaureate Achievement	—	324,360
TRIO Cluster Total					—	2,739,590
Department of Health & Human Services: Maternal, Infant, and Early Childhood Home Visiting Center Cluster	NH Department of Health & Human Services	02061339	93.505	Affordable Care Act (ACA) Maternal, Infant, and Early Childhood Home Visiting Center	—	218,630
Maternal, Infant, and Early Childhood Home Visiting Center Cluster Total					—	218,630
Child Care Development Fund (CCDF) Cluster	NH Department of Health & Human Services	GSC 12/03/13 #058	93.575	Child Care and Development Block Grant	—	291,984
CCDF Cluster Total					—	291,984
Medicaid Cluster	NH Department of Health & Human Services	04171350	93.778	Medical Assistance Program	—	21
	NH Department of Health & Human Services	060513-86	93.778	Medical Assistance Program	—	800,948
	NH Department of Health & Human Services	100213-59	93.778	Medical Assistance Program	—	62,470
	State of Tennessee	31865-00443	93.778	Medical Assistance Program	—	(1,051)
Medicaid Cluster Total					—	862,388
Department of Agriculture	Belknap EDC					
		Direct	10.Unknown	Other Department of Agriculture Programs	—	4,745
		Direct	10.025	Plant and Animal Disease Pest Control and Animal Care	—	96,531
		Direct	10.250	Agricultural and Rural Economic Research, Cooperative Agreements	—	32,722
		Direct	10.303	Integrated Programs	4,769	186,117
		Direct	10.458	Crop Insurance Education in Targeted States	—	125,502
		Direct	10.460	Risk Management Education Partnerships	—	68,842
		Direct	10.500	Cooperative Extension Service	—	2,176,859
	University of Illinois	20150076810	10.500	Cooperative Extension Service	20,388	31,039
	Clemson University	18222072009684	10.500	Cooperative Extension Service	—	26,558
	Kansas State University	S160049	10.500	Cooperative Extension Service	—	2,959
	Kansas State University	S17098	10.500	Cooperative Extension Service	—	2,748
	Purdue University	8000072173	10.500	Cooperative Extension Service	—	263,724
	University of Delaware	42668	10.500	Cooperative Extension Service	—	20,024
	University of Delaware	46315	10.500	Cooperative Extension Service	—	3,366
	University of Delaware	46532	10.500	Cooperative Extension Service	—	68
				Total Cooperative Extension Service	20,388	2,527,345
		Direct	10.664	Cooperative Forestry Assistance	17,697	155,611
	Merrimack River Watershed Council	14NF42	10.664	Cooperative Forestry Assistance	—	5,656
	NH Dept. of Resources & Economic Development	90916	10.664	Cooperative Forestry Assistance	—	45,168
	NH Dept. of Resources & Economic Development	100116	10.664	Cooperative Forestry Assistance	—	78,853
	NH Dept. of Resources & Economic Development	13R199	10.664	Cooperative Forestry Assistance	—	62

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Federal Grantor/Cluster Title	Pass through Grantor	Direct Award or Pass through entity Identifying Number	CFDA No.	Program Title	Amount Passed Through to Subrecipients	Total Federal Expenditures
	NH Dept. of Resources & Economic Development	13R225	10.664	Cooperative Forestry Assistance	\$ —	6,491
	NH Dept. of Resources & Economic Development	13R259	10.664	Cooperative Forestry Assistance	—	5,973
	NH Dept. of Resources & Economic Development	13R260	10.664	Cooperative Forestry Assistance	—	18,576
	NH Dept. of Resources & Economic Development	13R262	10.664	Cooperative Forestry Assistance	—	37,293
				Total Cooperative Forestry Assistance	17,697	353,683
	Direct		10.678	Forest Stewardship Program (B)	—	28,708
	Direct		10.855	Distance Learning and Telemedicine Loans and Grants	—	(1,833)
	Direct		10.912	Environmental Quality Incentives Program	—	35,872
Department of Agriculture Total					42,854	3,458,234
Department of Commerce						
	Earth Resources Technology Inc	Direct 3081SUB38	11.Contract 11.Contract	Other Department of Commerce Programs Other Department of Commerce Programs	— —	48,628 6,806
				Total Other Department of Commerce Programs	—	55,434
	NH Department of Environmental Services	011817-35	11.419	Coastal Zone Management Administration Awards	—	3,127
	NH Department of Environmental Services	021016-048	11.419	Coastal Zone Management Administration Awards	—	49,215
	NH Department of Environmental Services	02251548	11.419	Coastal Zone Management Administration Awards	—	256
	NH Department of Environmental Services	032515-42	11.419	Coastal Zone Management Administration Awards	—	27,554
	NH Department of Environmental Services	04201644	11.419	Coastal Zone Management Administration Awards	—	62,426
	NH Department of Environmental Services	052715104	11.419	Coastal Zone Management Administration Awards	—	4,434
	NH Department of Environmental Services	7131623	11.419	Coastal Zone Management Administration Awards	—	8,419
	NH Department of Environmental Services	1021667	11.419	Coastal Zone Management Administration Awards	—	14,189
	NH Department of Environmental Services	050615-52	11.419	Coastal Zone Management Administration Awards	—	17,334
				Total Coastal Zone Management Administration Awards	—	186,954
	NE Fishery Management Council	Direct PGRM1403	11.420 11.441	Coastal Zone Management Estuarine Research Reserves Regional Fishery Management Councils	— 209,180	114,387 282,580
Department of Commerce Total					209,180	639,355
Department of Defense						
	General Dynamics Information Technology Inc Academy of Applied Science	07ESM825218 14NG92	12.Contract 12.Unknown	Other Department of Defense Programs Other Department of Defense Programs	— —	6,036 4,000
				Total Other Department of Defense Programs	—	10,036
	Direct		12.900	Language Grant Program	—	20,189
Department of Defense Total					—	30,225
Department of Housing and Urban Development						
	County of Cheshire	14G248	14.228	Community Development Block Grants/State's program and Non-Entitlement Grants in Hawaii	—	38
	County of Cheshire	14G253	14.228	Community Development Block Grants/State's program and Non-Entitlement Grants in Hawaii	—	107,500
	Grafton County Economic Development Council	14NG88	14.228	Community Development Block Grants/State's program and Non-Entitlement Grants in Hawaii	—	27,500
Department of Housing and Urban Development Total					—	135,038
Department of the Interior						
	University of Rhode Island	0412140004205	15.153	Hurricane Sandy Disaster Relief - Coastal Resiliency Grants.	—	14,654
	NH Department of Fish & Game	070615	15.611	Wildlife Restoration	3,640	201,782
Department of the Interior Total					3,640	216,436
Department of Justice						
	New Hampshire Coalition Against Domestic Violence	14NG07	16.575	Crime Victim Assistance	—	6,503
	New Hampshire Coalition Against Domestic Violence	14NH01	16.575	Crime Victim Assistance	—	88,422
				Total Crime Victim Assistance	—	94,925

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<u>Federal Grantor/Cluster Title</u>	<u>Pass through Grantor</u>	<u>Direct Award or Pass through entity Identifying Number</u>	<u>CFDA No.</u>	<u>Program Title</u>	<u>Amount Passed Through to Subrecipients</u>	<u>Total Federal Expenditures</u>
	NH Department of Justice (Attorney General)	2015W052/2014-WF-AX-0047	16.588	Violence Against Women Formula Grants	\$ —	8,974
	NH Department of Justice (Attorney General)	2015W052/2014-WF-AX-0045	16.588	Violence Against Women Formula Grants	—	1,218
				Total Violence Against Women Formula Grants	—	10,192
	New Hampshire Coalition Against Domestic Violence	14NG23	16.590	Grants to Encourage Arrest Policies and Enforcement of Protection Orders Program	—	1,919
Department of Justice Total					—	107,036
Department of Labor	Manchester Community College	HT3TACT25	17.282	Trade Adjustment Assistance Community College and Career Training (TAACCCT) Grants	—	11,831
		Direct	17.504	Consultation Agreements	—	409,363
Department of Labor Total					—	421,194
Department of State	IREX	Award Dated 12/31/16	19.009	Academic Exchange Programs - Undergraduate Programs	—	12,002
	World Learning	Award Dated 7/6/16	19.009	Academic Exchange Programs - Undergraduate Programs	—	24,003
Department of State Total					—	36,005
Department of Transportation		Direct	20.Unknown	Other Department of Transportation Programs	—	17
	University of Vermont	260140701	20.Unknown	Other Department of Transportation Programs	5,858	5,525
				Total Other Department of Transportation Programs	5,858	5,542
	NH Department of Transportation	050416-19	20.215	Highway Training and Education	—	18,306
	NH Department of Safety	011817-50	20.616	National Priority Safety Programs	—	50,400
	NH Highway Safety Agency	30816S060	20.616	National Priority Safety Programs	—	63,000
				Total National Priority Safety Programs	—	113,400
Department of Transportation Total					5,858	137,248
National Aeronautics and Space Administration	Manufacturing Technical Solutions Inc	MTSUNH06012014	43.Unknown	Other National Aeronautics and Space Administration Programs	—	5,349
	University Corporation for Atmospheric Research (Colorado)	Z1516312	43.001	Science	—	101,482
National Aeronautics and Space Administration Total					—	106,831
National Foundation on the Arts and the Humanities	New England Foundation for the Arts	16-31426	45.025	Promotion of the Arts_Partnership Agreements	—	4,000
	New England Foundation for the Arts	16-31442	45.025	Promotion of the Arts_Partnership Agreements	—	6,000
	New England Foundation for the Arts	16-32541	45.025	Promotion of the Arts_Partnership Agreements	—	750
	New England Foundation for the Arts	16-32550	45.025	Promotion of the Arts_Partnership Agreements	—	700
				Total Promotion of the Arts_Partnership Agreements	—	11,450
		Direct	45.163	Promotion of the Humanities_Professional Development	—	5,703
		Direct	45.312	National Leadership Grants	—	113,016
National Foundation on the Arts and the Humanities Total					—	130,169
Small Business Administration		Direct	59.037	Small Business Development Centers	—	786,858
Small Business Administration Total					—	786,858
Department of Veterans Affairs		Direct	64.Contract	Other Department of Veterans Affairs	—	23,629
		Direct	64.034	VA Grants for Adaptive Sports Programs for Disabled Veterans and Disabled Members of the Armed Forces	—	265,181
Department of Veterans Affairs Total					—	288,810
Environmental Protection Agency		Direct	66.110	Healthy Communities Grant Program	3,000	22,827
	NH Department of Environmental Services	05061551	66.460	Nonpoint Source Implementation Grants	—	16,015
	NH Department of Environmental Services	061814-127	66.460	Nonpoint Source Implementation Grants	—	18,338

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Federal Grantor/Cluster Title	Pass through Grantor	Direct Award or Pass through entity Identifying Number	CFDA No.	Program Title	Amount Passed Through to Subrecipients	Total Federal Expenditures
	NH Department of Environmental Services	082416-47	66.460	Nonpoint Source Implementation Grants	\$ —	62,231
				Total Nonpoint Source Implementation Grants	—	96,584
	Manomet, Inc.	Direct 14NH54	66.514 66.951	Science to Achieve Results (STAR) Fellowship Program Environmental Education Grants	— —	9,986 2,498
Environmental Protection Agency Total					3,000	131,895
Department of Energy	NH Department of Environmental Services	92116	81.119	State Energy Program Special Projects	—	3,498
Department of Energy Total					—	3,498
Department of Education	NH Department of Education NH Project Learning Tree	G&C #98 7.22.15 14NH63	84.Unknown 84.Unknown	Other Department of Education Programs Other Department of Education Programs	14,370 —	93,893 6,486
				Total Other Department of Education Programs	14,370	100,179
	CCSNH CCSNH	14UB61 14UB99	84.048 84.048	Career and Technical Education -- Basic Grants to States Career and Technical Education -- Basic Grants to States	— —	(1,254) 16,504
				Total Career and Technical Education - Basic Grants to States	—	15,250
	NH Department of Education NH Department of Education NH Department of Education NH Department of Education	021016-51 5231466 13D080 APPROVED G&C 6.24.15	84.323 84.323 84.323 84.323	Special Education - State Personnel Development Special Education - State Personnel Development Special Education - State Personnel Development Special Education - State Personnel Development	— — — —	50,465 5,042 14,484 22,520
				Total Special Education - State Personnel Development	—	92,511
		Direct	84.325	Special Education - State Personnel Development to Improve Services and Results for Children with Disabilities	—	128,509
		Direct	84.336	Teacher Quality Partnership Grants	—	154,419
		Direct	84.366	English Language Acquisition State Grants	—	330,359
	Hopkinton School District	Approved by G&C 11/21/15	84.366	Mathematics and Science Partnerships	—	2,000
	NH Department of Education	AWARD STARTING 1/18/17	84.367	Supporting Effective Instruction State Grant (formerly Improving Teacher Quality State Grants)	—	68,801
	University of California at Berkeley (UCB)	02-NH01-SEED2016 FED GRNT 1617	84.367	Supporting Effective Instruction State Grant (formerly Improving Teacher Quality State Grants)	—	17,903
	University of California at Berkeley (UCB)	AMEND3B 02-NH01-SEED2012	84.367	Supporting Effective Instruction State Grant (formerly Improving Teacher Quality State Grants)	—	(4,640)
				Total Supporting Effective Instruction State Grant (formerly Improving Teacher Quality State Grants)	—	82,064
Department of Education Total					14,370	905,291
National Archives and Records Administration		Direct	89.003	National Historical Publications and Records Grants	10,408	23,851
National Archives and Records Administration Total					10,408	23,851
Northern Border Regional Commission		Direct	90.601	Northern Border Regional Development	—	56,579
Northern Border Regional Commission Total					—	56,579
Department of Health & Human Services	Community Health Institute Community Health Institute Health Research Inc Nat'l Assn of Health Data Organizations Dartmouth College NH Department of Information Technology	14NG69 PO# UNH16 5292.01 14NF29 14UB89 100709-019	93.Contract 93.Contract 93.Contract 93.Contract 93.Unknown 93.Unknown	Other Department of Health and Human Services Programs Other Department of Health and Human Services Programs Other Department of Health and Human Services Programs Other Department of Health and Human Services Programs Other Department of Health and Human Services Programs Other Department of Health and Human Services Programs	— — — — — —	35,777 14,993 59,180 6,049 690 73,344
				Total Other Department of Health and Human Services Programs	—	190,033

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NH Department of Environmental Services		611675	93.070	Environmental Public Health and Emergency Response	\$ —	12,299
NH Department of Health and Human Services		050317-11	93.070	Environmental Public Health and Emergency Response	—	44,036
				Total Environmental Public Health and Emergency Response	—	56,334
NH Department of Health and Human Services		011817-13	93.103	Food and Drug Administration Research	—	98,057
Dartmouth College		Direct	93.110	Maternal and Child Health Federal Consolidated Programs	36,257	572,572
Dartmouth College		R877	93.110	Maternal and Child Health Federal Consolidated Programs	—	554,087
Dartmouth College		1615R216	93.110	Maternal and Child Health Federal Consolidated Programs	—	4,184
Parent Information Center		14NF96	93.110	Maternal and Child Health Federal Consolidated Programs	—	20,476
				Total Maternal and Child Health Federal Consolidated Programs	36,257	1,151,299
New Hampshire Coalition Against Domestic Violence		14NG15	93.136	Injury Prevention and Control Research and State Grants and Community Based Programs	—	18,365
		Direct	93.184	Disabilities Prevention	—	233
Dept of Health and Human Services, State of New York		G02HP28005	93.243	Substance Abuse and Mental Health Services - Projects of Regional & National Significance	175,000	376,914
Dept of Health and Human Services, State of New York		G02HP28006	93.243	Substance Abuse and Mental Health Services - Projects of Regional & National Significance	80,000	538,545
NH Department of Health & Human Services		072215-22	93.243	Substance Abuse and Mental Health Services - Projects of Regional & National Significance	—	66,951
				Total Substance Abuse and Mental Health Services - Projects of Regional & National Significance	255,000	982,410
NH Department of Health & Human Services		1001149	93.283	Centers for Disease Control and Prevention_Investigations and Technical Assistance	—	(236)
		Direct	93.632	University Centers for Excellence in Developmental Disabilities Education, Research, and Service	2,772	542,960
NH Department of Education		061516-067	93.500	Pregnancy Assistance Fund Program	—	19,377
NH Department of Education		080316-061	93.500	Pregnancy Assistance Fund Program	—	9,607
NH Department of Education		082416-057	93.500	Pregnancy Assistance Fund Program	—	8,907
				Total Pregnancy Assistance Fund Program	—	37,891
New Hampshire Department of Insurance		03121418A	93.511	Affordable Care Act (ACA) Grants to States for Health Insurance Premium Review	—	31,654
NH Department of Health & Human Services		070113-56	93.517	Affordable Care Act (ACA) Aging and Disability Resource Center	—	359,032
Foundation for Healthy Communities		AWARD 9/12/2016	93.524	Building Capacity of the Public Health System to Improve Population Health through National, Non-Profit Organizations - financed in part by Prevention and Public Health Funds (PPHF)	—	3,720
New Hampshire Coalition Against Domestic Violence		14NG17	93.556	Promoting Safe and Stable Families	—	22,212
Maine Quality Counts		IC674-A	93.638	Transformation Networks (PTNs)	594,519	1,529,750
NH Department of Health & Human Services		G&C #78, 6/14/14, YR3 FUNDING	93.645	Stephanie Tubbs Jones Child Welfare Services Program	—	78,535
State University of New York		1128024-10-72851	93.648	Child Welfare Research Training or Demonstration	—	32,527
NH Department of Health & Human Services		050814-42	93.658	Foster Care Title IV-E	—	648,095
NH Department of Health & Human Services		061814-77	93.658	Foster Care Title IV-E	—	137,781
NH Department of Health & Human Services		GSC 06/15/16 #9A	93.658	Foster Care Title IV-E	—	905,465
NH Department of Health & Human Services		GSC 12/20/13 #057	93.658	Foster Care Title IV-E	—	7,309
				Total Foster Care Title IV-E	—	1,698,650
NH Department of Health & Human Services		U58DP004821	93.757	State Public Health Actions to Prevent and Control Diabetes, Heart Disease, Obesity and Associated Risk Factors and Promote School Health financed in part by Prevention and Public Health Funding (PPHF)	—	99,136
NH Department of Health & Human Services		060513-86	93.791	Money Follows the Person Rebalancing Demonstration	—	191,337
NH Department of Health & Human Services		NU58DP004821	93.945	Assistance Programs for Chronic Disease Prevention and Control	—	14,818
NH Department of Health & Human Services		052715-27	93.994	Maternal and Child Health Services Block Grant to the States	—	146,435
Department of Health and Human Services Total					888,548	7,285,152

UNIVERSITY SYSTEM OF NEW HAMPSHIRE
Supplementary Schedule of Expenditures of Federal Awards
Year Ended June 30, 2017

<u>Federal Grantor/Cluster Title</u>	<u>Pass through Grantor</u>	<u>Direct Award or Pass through entity Identifying Number</u>	<u>CFDA No.</u>	<u>Program Title</u>	<u>Amount Passed Through to Subrecipients</u>	<u>Total Federal Expenditures</u>
Department of Homeland Security						
	NH Department of Safety	13S049	97.Unknown	Other Department of Homeland Security Programs	\$ —	12,963
	NH Department of Safety	AU80920000	97.042	Emergency Management Performance Grants	—	16,017
	NH Department of Safety	AWARD LTR 4.29.15	97.042	Emergency Management Performance Grants	—	3,000
				Total Emergency Management Performance Grants	—	19,017
	NH Governor, Office of Energy and Planning	Direct	97.045	Cooperating Technical Partners	230,834	385,860
	NH Governor, Office of Energy and Planning	PO 1047463	97.045	Cooperating Technical Partners	—	16,399
				Total Cooperating Technical Partners	230,834	402,259
	NH Department of Safety	13S025	97.067	Homeland Security Grant Program (A)	—	4,874
	NH Department of Safety	13S035	97.067	Homeland Security Grant Program (A)	—	433
	NH Department of Safety	13S039	97.067	Homeland Security Grant Program (A)	—	25,681
	NH Department of Safety	13S040	97.067	Homeland Security Grant Program (A)	—	25,071
	NH Department of Safety	13S044	97.067	Homeland Security Grant Program (A)	—	768
	NH Department of Safety	EMW-2016-SS-00053-S01	97.067	Homeland Security Grant Program (A)	—	5,998
				Total Homeland Security Grant Program (A)	—	62,825
Department of Homeland Security Total					230,834	497,064
Total Other Awards					1,408,692	254,999,534
Total Expenditures of Federal Awards					\$ 12,840,581	327,793,888

See accompanying notes to supplementary schedule of expenditures of federal awards

(1) Basis of Presentation

The accompanying supplementary schedule of expenditures of federal awards (the Schedule) summarizes the expenditures of the University System of New Hampshire (USNH), which includes the University of New Hampshire (UNH), Plymouth State University (PSU), Keene State College (KSC), and Granite State College (GSC) under programs funded by the federal government for the year ended June 30, 2017. The information in this Schedule is presented in accordance with the requirements of Title 2 U.S. Code of Federal Regulations Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (the Uniform Guidance). Because the Schedule presents only a selected portion of the operations of the University, it is not intended to and does not present the consolidated financial position, changes in net assets or cash flows of the University.

For purposes of the Schedule, federal awards include all grants, contracts and similar agreements entered into directly between the University and agencies and departments of the federal government and all subawards to the University by nonfederal organizations pursuant to federal grants, contracts and similar agreements. The Schedule also denotes awards passed through from the University to other nonfederal organizations.

(2) Significant Accounting Policies

Expenditures for federal award programs are recognized as incurred using the accrual method of accounting and the cost accounting principles promulgated under applicable federal circulars. Under those cost principles, certain types of expenditures are not allowable or are limited as to reimbursement and, accordingly, are not reflected as expenditures in the accompanying Schedules. Expenditures also include a portion of costs associated with general operating activities of the respective institutions which are allocated to awards under negotiated formulas commonly referred to as facilities and administrative cost rates.

(3) Facilities and Administrative Costs

The System elected not to use the 10% de minimus indirect cost rate allowed under the Uniform Guidance.

UNH negotiated facilities and administrative cost rates in fiscal year 2016 with its cognizant agency, the U.S. Department of Health and Human Services (DHHS). The predetermined base rate applied to modified total direct costs for on campus research at UNH is as follows:

- 49.5%, effective July 1, 2016 through June 30, 2017;
- 50.0%, effective July 1, 2017 through June 30, 2018;
- 50.5%, effective July 1, 2018 until amended.

Other rates for UNH facilities and administrative cost recovery range from 26.0% to 57.5% of modified total direct costs.

The on campus facilities and administrative cost rate in place for PSU is 56.7% of direct salaries and wages from July 1, 2016 until amended.

The on campus facilities and administrative cost rate in place for KSC is 60.0% of direct salaries and wages from July 1, 2016 until amended.

The on campus facilities and administrative cost rate in place for GSC is 60.0% of direct salaries and wages from July 1, 2016 until amended.

(4) Federal Perkins Loan Program (CFDA 84.038)

The Perkins Loan Program listed below is administered directly by USNH, and balances and transactions relating to this program are included in USNH's financial statements. Loan activities and balances consist of the following:

	Balance as of July 1, 2016	Loans issued	Payments and adjustments	Balance as of June 30, 2017
\$	23,133,832	3,146,723	3,799,788	22,480,767

The University recovered an administrative cost allowance from the Perkins Loan Program of \$131,789 for the year ended June 30, 2017. As required by the Uniform Guidance, the amount shown on the Schedule as expenditures for the Perkins Loan Program is equal to the sum of this administrative cost allowance, balance outstanding at July 1, 2016, and the loans issued during the year ended June 30, 2017. There were no new federal capital contributions to the Perkins Loan Program during the year ended June 30, 2017.

(5) Federal Direct Student Loans (CFDA 84.268)

Federally guaranteed loans issued to USNH students through the Federal Direct Loan Program (FDL), includes Direct Subsidized and Unsubsidized Stafford Loans, and Direct Parent Loans for Undergraduate Students (PLUS Loans). These distributions and the related funding sources are not included in the System's financial statements. Amounts distributed for the FDL program during the year ended June 30, 2017 are summarized as follows:

Stafford Loans:		
UNH	\$	75,268,694
PSU		26,842,853
KSC		19,577,239
GSC		8,687,230
Total Stafford Loans		<u>130,376,016</u>
Plus Loans:		
UNH		28,758,147
PSU		8,456,728
KSC		9,056,196
GSC		25,863
Total Plus Loans		<u>46,296,934</u>
Total Federal Direct Student Loans	\$	<u><u>176,672,950</u></u>



KPMG LLP
Two Financial Center
60 South Street
Boston, MA 02111

Independent Auditors' Report on Internal Control Over Financial Reporting and on Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance with *Government Auditing Standards*

The Governor and
Legislative Fiscal Committee,
State of New Hampshire; and the
Board of Trustees,
University System of New Hampshire:

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States, the financial statements of the University System of New Hampshire (the System), a component unit of the State of New Hampshire, which comprise the statement of net position as of June 30, 2017, the related statements of revenues, expenses and changes in net position and cash flows for the year then ended, and the related notes to the financial statements, and have issued our report thereon dated October 23, 2017.

Internal Control Over Financial Reporting

In planning and performing our audit of the financial statements, we considered the System's internal control over financial reporting (internal control) to determine the audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the System's internal control. Accordingly, we do not express an opinion on the effectiveness of the System's internal control.

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A material weakness is a deficiency, or combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected on a timely basis. A significant deficiency is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.



Compliance and Other Matters

As part of obtaining reasonable assurance about whether System's financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the determination of financial statement amounts. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

Purpose of This Report

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the System's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the System's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

KPMG LLP

October 23, 2017



KPMG LLP
Two Financial Center
60 South Street
Boston, MA 02111

Independent Auditors' Report on Compliance for Major Federal Program and Report on Internal Control Over Compliance Required by the Uniform Guidance

The Governor and
Legislative Fiscal Committee,
State of New Hampshire; and the
Board of Trustees, University System of New Hampshire:

Report on Compliance for Major Federal Program

We have audited the University System of New Hampshire's (the System's) compliance with the types of compliance requirements described in the OMB Compliance Supplement that could have a direct and material effect on the System's major federal program for the year ended June 30, 2017. The System's major federal program is identified in the summary of auditors' results section of the accompanying schedule of findings and questioned costs.

Management's Responsibility

Management is responsible for compliance with federal statutes, regulations, and the terms and conditions of its federal awards applicable to its federal programs.

Auditors' Responsibility

Our responsibility is to express an opinion on compliance for the System's major federal program based on our audit of the types of compliance requirements referred to above. We conducted our audit of compliance in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; and the audit requirements of Title 2 U.S. *Code of Federal Regulations* Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance). Those standards and the Uniform Guidance require that we plan and perform the audit to obtain reasonable assurance about whether noncompliance with the types of compliance requirements referred to above that could have a direct and material effect on a major federal program occurred. An audit includes examining, on a test basis, evidence about the System's compliance with those requirements and performing such other procedures as we considered necessary in the circumstances.

We believe that our audit provides a reasonable basis for our opinion on compliance for the System's major federal program. However, our audit does not provide a legal determination of the System's compliance.

Opinion on Major Federal Program

In our opinion, the System complied, in all material respects, with the types of compliance requirements referred to above that could have a direct and material effect on its major federal program for the year ended June 30, 2017.



Other Matter

The results of our auditing procedures disclosed an instance of noncompliance, which is required to be reported in accordance with the Uniform Guidance and which is described in the accompanying schedule of findings and questioned costs as item 2017-001. Our opinion on the System's major federal program is not modified with respect to this matter.

The System's response to the noncompliance finding identified in our audit is described in the accompanying schedule of findings and questioned costs. The System's response was not subjected to the auditing procedures applied in the audit of compliance and, accordingly, we express no opinion on the response.

Report on Internal Control Over Compliance

Management of the System is responsible for establishing and maintaining effective internal control over compliance with the types of compliance requirements referred to above. In planning and performing our audit of compliance, we considered the System's internal control over compliance with the types of requirements that could have a direct and material effect on the System's major federal program to determine the auditing procedures that are appropriate in the circumstances for the purpose of expressing an opinion on compliance for the major federal program and to test and report on internal control over compliance in accordance with the Uniform Guidance, but not for the purpose of expressing an opinion on the effectiveness of internal control over compliance. Accordingly, we do not express an opinion on the effectiveness of the System's internal control over compliance.

A deficiency in internal control over compliance exists when the design or operation of a control over compliance does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, noncompliance with a type of compliance requirement of a federal program on a timely basis. A material weakness in internal control over compliance is a deficiency, or combination of deficiencies, in internal control over compliance, such that there is a reasonable possibility that material noncompliance with a type of compliance requirement of a federal program will not be prevented, or detected and corrected, on a timely basis. A significant deficiency in internal control over compliance is a deficiency, or a combination of deficiencies, in internal control over compliance with a type of compliance requirement of a federal program that is less severe than a material weakness in internal control over compliance, yet important enough to merit attention by those charged with governance.

Our consideration of internal control over compliance was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control over compliance that might be material weaknesses or significant deficiencies and therefore, material weaknesses or significant deficiencies may exist that were not identified. We did not identify any deficiencies in internal control over compliance that we consider to be material weaknesses. However, we identified a deficiency in internal control over compliance, described in the accompanying schedule of findings and questioned costs as item 2017-001, that we consider to be a significant deficiency.

The System's response to the internal control over compliance finding identified in our audit is described in the accompanying schedule of findings and questioned costs. The System's response was not subjected to the auditing procedures applied in the audit of compliance and, accordingly, we express no opinion on the response.

The purpose of this report on internal control over compliance is solely to describe the scope of our testing of internal control over compliance and the results of that testing based on the requirements of the Uniform Guidance. Accordingly, this report is not suitable for any other purpose.

KPMG LLP

March 28, 2018

(1) Summary of Auditors' Results

Financial Statements

Type of auditors' report issued on whether the financial statements were prepared in accordance with U.S. generally accepted accounting principles:

Unmodified

Internal control deficiencies over financial reporting disclosed by the audit of the financial statements:

- Material weaknesses: ☐ yes ☒ no
- Significant deficiencies: ☐ yes ☒ none reported

Noncompliance material to the financial statements noted?

☐ yes ☒ no

Federal Awards

Internal control deficiencies over major program disclosed by the audit:

- Material weaknesses: ☐ yes ☒ no
- Significant deficiencies: ☒ yes ☐ none reported

Type of auditors' report issued on compliance for major programs:

Unmodified

Any audit findings disclosed that are required to be reported in accordance with 2 CFR 200.516(a):

☒ yes ☐ no

Identification of major program	CFDA numbers
Student Financial Assistance Cluster	Various

Dollar threshold used to distinguish between type A and type B programs:

\$3,000,000

Auditee qualified as low-risk auditee?

☒ yes ☐ no

(2) Findings Relating to the Financial Statements Reported in Accordance with Government Auditing Standards

None.

(3) Findings and Questioned Costs Relating to Federal Awards

Reference Number 2017-001:	Special Test: Disbursements to or on Behalf of Students
Federal Agency:	U.S. Department of Education
Program Name:	Student Financial Assistance Cluster
CFDA # and Program Expenditures:	84.268 (\$176,672,950)
Federal Award Numbers:	002590; 002589
Federal Award Year:	July 1, 2016 to June 30, 2017

Criteria

According to 34 CFR section 668.165, if an institution credits a student's account at the institution with Direct Loan funds, the institution must notify the student, or parent, in writing of (1) the date and amount of the disbursement; (2) the student's right, or parent's right to cancel all or a portion of that loan or loan disbursement and have the loan proceeds returned to the holder of that loan; and (3) the procedure and time by which the student or parent must notify the institution that he or she wishes to cancel the loan.

In addition, institutions that do not implement an affirmative confirmation process must notify a student no earlier than 30 days before, but no later than seven days after, crediting the student's account and must give the student 30 days to cancel all or part of the loan.

Conditions Found

The System could not consistently provide evidence of written loan disbursement notifications to the student or parent. Further, for some of the disbursements tested in our sample, the loan amounts stated on the disbursement notification did not agree to disbursement records and the date of the disbursement notification to the student or parent was untimely. The conditions were primarily related to one of the System's four campuses.

During our testwork of 120 students covering 588 loan disbursement notifications under the Direct Loan program, we found the following:

- Evidence of written loan disbursement notifications were unable to be provided for 34 students covering 42 loan disbursement notifications.
- Amount of the loan disbursed on the loan disbursement notification did not agree to disbursement record for eight students covering 11 loan disbursement notifications. Further, we were unable to fully perform this test for the students and written loan disbursement notifications that were unable to be provided (see first bullet).
- Communication of the loan disbursement was untimely for 10 students covering 10 loan disbursement notifications. The delays in notifying the student or parent were one day for five students and 46 days for five students. Further, we were unable to fully perform this test for the students and written loan disbursement notifications that were unable to be provided (see first bullet).

Cause

In discussing these conditions with System officials, they stated one campus was unable to retrieve the written loan disbursement notifications. Additionally, it appears that internal controls over compliance were not operating effectively to ensure written loan disbursement notifications contained accurate information and were made timely.

Possible Asserted Effect

Inaccurate and untimely written loan disbursement notifications can result in the inability of students to correct or cancel loan amounts.

Questioned Costs

None.

Statistical Sampling

The sample was not intended to be, and was not, a statistically valid sample.

Repeat Finding

This was not a finding in the prior year.

Recommendation

We recommend the System review its procedures to ensure all written loan disbursement notifications are maintained for a period of time in accordance with System policies. Further, we recommend the System review its procedures to ensure all written loan disbursement notifications are accurate and made timely.

View of University Officials

The System agrees with the conditions noted. The System plans to implement policies and procedures to ensure accurate loan disbursement notifications are communicated weekly and all electronic copies of loan disbursement notifications are archived.



January 18, 2018

KPMG LLP
Two Financial Center
60 South Center
Boston, MA 02111

Re: Response to FY17 Uniform Guidance Audit Findings

Below is a summary of USNH's responses to the FY17 Uniform Guidance Audit financial aid process findings.

- Required written student loan disbursement notifications (Keene State College) – KSC agrees with the finding and has put new processes in place to (1) provide automated messages to remind the related staff to send out loan disbursement notifications each week, and (2) archive electronic copies of all loan disbursement notifications.
- Discrepancies between loan disbursement notifications and campus disbursement records (Keene State College) – KSC agrees with the finding and has adjusted all discrepancies not related to timing of prior notifications. As noted above, processes are also now in place to ensure that KSC staff send out all loan disbursement notifications on a weekly basis.
- Untimely communication of loan disbursements (University of New Hampshire and Keene State College) – UNH and KSC agree with this finding. UNH has instituted a new policy to send loan disbursement notifications to students twice per week and implemented a backup procedure so that loan disbursement notifications will be run when staff usually providing this function are absent. As noted above, KSC has also put a process in place to remind staff to send out the loan disbursement notifications every week.

USNH acknowledges the control weaknesses in financial aid processes at the KSC campus. An Interim Director was recently appointed for that area. USNH is monitoring this situation and other areas of KSC currently being restructured, and will ensure that all internal control issues in the financial aid area are addressed by June 30, 2018. Please feel free to contact me or the campus representatives below with any questions on these responses.

Respectfully,

Catherine Provencier,
Vice Chancellor for Finance and Administration

cc: Todd Leach, Chancellor
Carol Mitchell, Controller
Susan Howard (KSC)
Joel Carstens (UNH)



January 18, 2018

KPMG LLP
Two Financial Center
60 South Center
Boston, MA 02111

Re: Status of FY16 Uniform Guidance Audit Findings

Below is a summary of the current status of our FY16 Uniform Guidance Audit finding.

Finding 001 – Suspension and Debarment: The University of New Hampshire’s Procurement Office revised its policy shortly after the close of fiscal year 2016. The revision requires that Procurement staff check for vendor suspension/debarment on all new requisitions and change orders utilizing federal funds in an amount greater than or equal to \$25,000 whether in a single transaction or a series of smaller transactions. The date of this review is recorded in the Purchasing system in all cases.

Please contact the campus representatives below with any questions on this.

Regards,


Carol Mitchell,
USNH Controller

Cc: Mr. Michael Durkin, USNH Chief Procurement Officer
Ms. Susan Zipkin, UNH Manager of Sponsored Programs

University System of New Hampshire
Activity Statement Detail Revenue and Expenditure Report
As of Fiscal Year 2017 and Fiscal Period 14

Campus Code(s) Selected: 1

Mgmt Summ		FY2017 Original Budget (AFB)	FY2017 Adjusted Budget (AFB)	FY2017 YTD Activity	FY2017 YTD Commitments	FY2017 Adj Budget Remaining	FY2016 YTD Activity	FY2016 Final Activity	FY2016 YTD/Final	FY2015 YTD Activity	FY2015 Final Activity	FY2015 YTD/Final
OM	Revenues											
A	Undergraduate net tuition	175,202,549	175,231,387	174,484,693	0	746,694	180,251,060	180,251,060	100%	168,614,745	168,614,745	100%
A	Graduate net tuition	20,216,767	19,823,148	19,504,791	0	318,357	19,805,133	19,805,133	100%	20,332,382	20,332,382	100%
A	Continuing ed net tuition	15,432,491	15,467,867	14,741,696	0	726,170	14,411,236	14,411,236	100%	13,518,414	13,518,414	100%
A	Student fees & other financial aid	11,920,679	12,048,492	14,502,538	0	(2,454,045)	3,529,424	3,529,424	100%	4,244,784	4,244,784	100%
	Net Tuition / Fees	222,772,486	222,570,894	223,233,718	0	(662,824)	217,996,853	217,996,853	100%	206,710,325	206,710,325	100%
A	State appropriations	55,345,176	55,345,176	55,345,176	0	0	55,345,176	55,345,176	100%	55,345,401	55,345,401	100%
A	Grants & contracts - direct	97,224,450	97,224,450	93,055,292	0	4,169,158	95,208,863	95,208,863	100%	95,084,251	95,084,251	100%
A	Grants & contracts - F&A recovery	19,400,000	18,838,873	19,438,490	0	(599,617)	19,233,563	19,233,563	100%	19,297,510	19,297,510	100%
A	Federal Pell grants	12,850,000	12,850,000	12,376,219	0	473,781	12,823,508	12,823,508	100%	12,815,166	12,815,166	100%
A	Operating investment income	4,317,251	4,317,251	4,364,655	0	(47,404)	4,040,255	4,040,255	100%	3,897,683	3,897,683	100%
A	Noncapital gifts	10,272,994	10,412,025	9,651,772	0	760,253	14,880,483	14,880,483	100%	10,212,189	10,212,189	100%
A	Endowment income used in operations	16,590,432	16,590,432	16,712,122	0	(121,690)	16,363,265	16,363,265	100%	14,664,518	14,664,518	100%
A	Sales of auxiliary services	153,378,722	153,372,237	149,164,190	0	4,208,047	146,135,585	146,135,585	100%	142,142,110	142,142,110	100%
A	Other operating revenue	22,596,737	21,968,728	23,797,525	0	(1,828,797)	23,366,169	23,366,169	100%	21,977,643	21,977,643	100%
H10NHC	State capital appropriations	2,365,000	2,365,000	2,564,833	0	(199,833)	851,667	851,667	100%	1,089,075	1,089,075	100%
H20PLT	Plant Gifts, Grants and Other Changes	1,432,393	1,432,393	5,068,795	0	(3,636,402)	677,512	677,512	100%	3,090,222	3,090,222	100%
H25ENC	Endowment gifts	7,680,000	7,680,000	8,200,382	0	(520,382)	7,455,276	7,455,276	100%	17,174,544	17,174,544	100%
H30ENC	Endowment return net of amount used	5,118,521	5,118,521	25,733,013	0	(20,614,492)	(25,315,266)	(25,315,266)	100%	(7,775,610)	(7,775,610)	100%
	Revenues excl Net Tuition / Fees	408,571,676	407,515,086	425,472,464	0	(17,957,378)	371,066,055	371,066,055	100%	389,014,701	389,014,701	100%
	Total Revenues	631,344,162	630,085,980	648,706,182	0	(18,620,202)	589,062,908	589,062,908	100%	595,725,026	595,725,026	100%
OM	Expenses, Allocations and Transfers											
B	Full benefits salaries & wages	225,155,108	226,922,456	222,377,598	0	4,544,858	217,428,897	217,428,897	100%	208,427,480	208,427,480	100%
B	Partial benefits salaries & wages	38,765,263	38,678,053	42,011,740	0	(3,333,688)	40,788,124	40,788,124	100%	38,879,269	38,879,269	100%

University System of New Hampshire
Activity Statement Detail Revenue and Expenditure Report
As of Fiscal Year 2017 and Fiscal Period 14

Campus Code(s) Selected: 1

		FY2017		FY2017 YTD Activity	FY2017 YTD Commitments	FY2017 Adj Budget Remaining	FY2016 YTD Activity	FY2016 Final Activity	FY2016 YTD/Final	FY2015 YTD Activity	FY2015 Final Activity	FY2015 YTD/Final
Mgmt Summ		FY2017 Original Budget (AFB)	Adjusted Budget (AFB)									
B	No benefits salaries & wages	22,063,755	21,832,473	21,602,548	0	229,924	21,068,016	21,068,016	100%	20,386,859	20,386,859	100%
B	Fringe benefits	89,955,890	90,640,762	90,061,585	0	579,177	94,092,314	94,092,314	100%	88,282,382	88,282,382	100%
	Employee Compensation	375,940,015	378,073,743	376,053,472	0	2,020,272	373,377,351	373,377,351	100%	355,975,991	355,975,991	100%
B	Supplies & services	147,420,476	151,865,904	143,878,151	46,455,957	(38,468,204)	138,180,303	138,180,303	100%	130,837,908	130,837,908	100%
B	Plant operations allocations	(0)	10,610	(15,500)	0	26,110	0	0	100%	0	0	100%
B	Central services allocations	6,571,160	6,571,160	6,522,560	0	48,600	6,295,988	6,295,988	100%	6,087,625	6,087,625	100%
B	Utilities	11,376,476	11,382,576	8,755,297	5,811	2,621,468	10,609,759	10,609,759	100%	11,407,607	11,407,607	100%
U10PRA	Transfers for plant renovation & adaption	0	1,100,235	0	0	1,100,235	0	0	100%	(1,000)	(1,000)	100%
U20DEE	Transfers for debt service	0	0	(0)	0	0	0	0	100%	(0)	(0)	100%
V	Other transfers, net	1,232,658	2,482,490	1,242,779	0	1,239,712	428,836	428,836	100%	656,145	656,145	100%
B	Depreciation of plant and equipment	44,192,225	44,192,225	45,185,602	0	(993,377)	43,028,681	43,028,681	100%	42,565,331	42,565,331	100%
B	Interest expense, net	9,961,809	9,961,809	9,956,528	0	5,281	9,764,720	9,764,720	100%	10,716,462	10,716,462	100%
B	Postretirement medical actuarial expense	849,722	849,722	849,723	0	(1)	0	0	0%	0	0	0%
	Exps, Alloc / Transfers excl Empl Comp	221,604,526	228,416,731	216,375,139	46,461,768	(34,420,176)	208,308,288	208,308,288	100%	202,270,079	202,270,079	100%
	Total Expenses, Allocations and Transfers	597,544,541	606,490,475	592,428,611	46,461,768	(32,399,905)	581,685,639	581,685,639	100%	558,246,070	558,246,070	100%
	Net Addition To (Use Of) Reserves	33,799,620	23,595,505	56,277,571	(46,461,768)	13,779,703	7,377,270	7,377,270		37,478,956	37,478,956	

University System of New Hampshire

The Pipeline to New Hampshire's Future

2017
Annual Report

University System of New Hampshire

The University System of New Hampshire (USNH) includes the University of New Hampshire (UNH), with campuses in Durham, Manchester and Concord, Plymouth State University (PSU), Keene State College (KSC) and Granite State College (GSC). KSC, PSU and UNH-Durham are the three residential campuses of USNH. The system enrolls 33,000 students and is committed to providing access to affordable, high-quality education, and creating a talented workforce to serve the state's businesses and communities. A 29-member board of trustees is responsible for overseeing the system. The chancellor is the chief executive and academic officer of USNH, and is responsible for developing, recommending and implementing the board's policies and decisions.



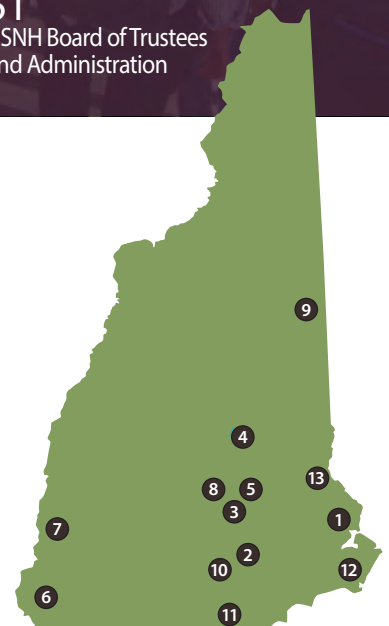


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University System of New Hampshire

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|--|---------------------------------------|
| 1. University of New Hampshire, Durham | 7. Granite State College, Claremont |
| 2. University of New Hampshire, Manchester | 8. Granite State College, Concord |
| 3. University of New Hampshire
School of Law, Concord | 9. Granite State College, Conway |
| 4. Plymouth State University | 10. Granite State College, Manchester |
| 5. Plymouth State University, Concord | 11. Granite State College, Nashua |
| 6. Keene State College | 12. Granite State College, Portsmouth |
| | 13. Granite State College, Rochester |



The 2017 Annual Report is a publication of the University System of New Hampshire. Prior year University System annual reports are available online at www.usnh.edu/about/usnh-publications. University System of New Hampshire, 5 Chenell Drive, Suite 301, Concord, NH 03301 603-862-1800.

The pipeline to New Hampshire's future.

Over the past year, the University System of New Hampshire has been working with the state's business community to focus on solving New Hampshire's workforce dilemma. We know that business leaders across New Hampshire are increasingly concerned about a growing shortage of highly-skilled and educated workers, and the consequences it will have on our state's economy.

In our outreach efforts to support the state's businesses, the University System of New Hampshire has been meeting with leaders of influential and innovative companies, including Lonza, Medtronic, Fidelity Investments and Albany International, to learn about their workforce needs. The overwhelming feedback from these businesses is that our state must increase its efforts to develop a highly-skilled workforce that matches the unique needs and opportunities in the state's economy.

As a public institution, USNH — comprising the University of New Hampshire, Keene State College, Plymouth State University and Granite State College -- honors its core mission to provide accessible and affordable higher education to develop the workforce New Hampshire relies on to remain competitive. With more than 33,000 students, USNH awards 59 percent of the state's bachelor's degrees in engineering and science. We have the highest bachelor's degree completion rate in the Northeast for a public, four-year system and the third highest in the country. We are proud to be one of the most fiscally efficient public systems in New England, with lower administrative overhead cost per student than our competitors.

USNH is dedicated to helping New Hampshire companies flourish. Each year, our outreach programs provide valuable, one-on-one assistance to more than 5,000 businesses and entrepreneurs. The state's success relies on its ability to help existing businesses thrive and to attract new companies by supplying them with the outstanding talent they need to compete in a modern economy.

Working to address New Hampshire's workforce needs is a USNH priority. There are no magic solutions to our dilemma. It will require further investment, as well as continued innovation and expanded partnerships. We look forward to continuing our partnership with the state's business community and elected leaders to address these challenges.



Todd Leach
Chancellor

2017 Chancellor's Letter



Report from the University System of New Hampshire



UNH is a land- sea-and space-grant and community engaged public research university, enrolling more than 14,500 undergraduate and 3,500 graduate students. Recognized as a rising star among research universities, UNH retains the atmosphere of a New England liberal arts college with a faculty dedicated to undergraduate teaching and research. Its commitment to engagement and public service serves not only the Granite State through its many outreach offices such as Cooperative Extension, but nationally and internationally through its public policy expertise in areas as diverse as crimes against children, ocean fisheries management, rural poverty, space science and environmental research.



PSU is a regional comprehensive university with a tradition of meeting the educational aspirations of New Hampshire citizens, communities, and organizations. PSU's educational philosophy is based on academic excellence, experiential learning, applied research, regional service, and leadership. While PSU's rich tradition of "place-based" education was established in 1871, today its horizons have expanded substantially with online programs at the undergraduate and graduate levels. Moreover, its development of academic partnerships across the globe has led to a vibrant student body of over 6,500 students coming from 43 states and 34 countries. The University's motto, *Ut Prosim* (That I may serve), is a credo for faculty, students, and staff, who engage with communities on a local, regional, national, and international scale in ways that are relevant and mutually beneficial. PSU has earned state and national recognition for academic innovation, environmental sustainability, international opportunities, community engagement, and economic partnerships.



Wisdom to make a difference.

KSC is New Hampshire's public liberal arts college, offering more than 40 majors in the arts and sciences, professional programs, and selected graduate degrees. For its 4,600 students, the college provides rigorous academic programs and a tradition of small classes, faculty-student collaborative research, and service learning. Chief among the college's priorities are preparing students for global citizenship and meaningful work, and catalyzing economic development through institutional partnerships across the region and state.

Granite State College

With a focus on adult students, as well as other individuals who seek a flexible learning environment, GSC provides comprehensive access to higher education. This commitment to access is best illustrated through its statewide locations and 365/24/7 online presence. The ability for GSC to meet students where they are presents the opportunity to achieve an affordable college education while balancing life's other responsibilities such as work, family, and community obligations. With associate, bachelor's and master's degrees, post-baccalaureate programs for teachers, credit for prior learning, and a variety of transfer opportunities, GSC emphasizes practical and relevant areas of study that are responsive to the workforce development needs of New Hampshire's economy.





Public Colleges for Public Benefit

Public institutions of higher education serve as a unique state resource and are committed to leveraging state dollars for state benefit.

Public Partner

USNH institutions serve as state partners on important economic and civic priorities and stand ready to work with state leaders to support existing and emerging industries.

Economic Engine

USNH serves as one of New Hampshire's most significant economic drivers, generating more than \$2 billion each year in direct and indirect economic activity. USNH attracts thousands of long-term visitors to New Hampshire who support businesses across the state and significantly shape several regional economies.

Workforce Generator

USNH is the single largest pipeline of undergraduate prepared workers in the state. Approximately 30% of all four-year college-going high school graduates from New Hampshire choose to attend a USNH institution.

Access for New Hampshire Families

Part of the public mission is to ensure broad access to quality higher education that strengthens our citizenry and provides an opportunity for economic advancement that benefits both New Hampshire families and our state. USNH achieves this mission by being highly focused and directing state investment to drive costs down for our residents.

Public Accountability

USNH is governed by a board that is comprised primarily of individuals in gubernatorial appointments and includes the Governor, Senate President and Speaker of the House. Audited financial information is also provided to lawmakers and USNH is subject to "Right-to-Know" requests as a public system. However, unlike state agencies, USNH does not depend on the state for retirement or health benefits.



UNHInnovation

For businesses across New Hampshire and around the world, UNHInnovation is the university's front door to cutting-edge UNH research and state-of-the-art labs, dedicated to creating success, building partnerships and connecting clients with faculty experts, staff and students. The center advocates for, manages and promotes UNH's intellectual property, working closely with private businesses ranging from small, local start-ups to world tech leaders such as Cisco, Dell, HP and AT&T.

The InterOperability Laboratory, which is housed at the center, is the only full-scale, non-profit test lab in the world that balances industry expertise with the real-world training of future engineers. More than 100 graduate and undergraduate student employees work full-time at the lab, gaining valuable hands-on experience with developing technologies and products. And when they graduate, these students have a 99 percent job placement rate!



"AS WE CONTINUE TO EXPAND, SO WILL OUR NEED FOR TALENTED GRADUATES AND THE IMPORTANCE OF PARTNERSHIPS WITH UNH FACULTY.

WE WILL CONTINUE TO INVEST IN HIRING THE BEST CANDIDATES, AND OUR HOPE IS THAT THESE CANDIDATES CAN BE RECRUITED LOCALLY FROM THE UNIVERSITY SYSTEM OF NEW HAMPSHIRE."

SUZANNE FOSTER
VICE PRESIDENT, GENERAL MANAGER
MEDTRONIC ADVANCED ENERGY



5,000+

**5,000+ NH BUSINESSES
AND ENTREPRENEURS GAIN
ONE-ON-ONE ASSISTANCE
FROM USNH OUTREACH
PROGRAMS EACH YEAR.**



UNH Manchester at hub of new biotech industry Institute invests nearly \$300 million, predicts major growth

UNH Manchester is playing a leading role in a national public-private institute that aims to launch a new industry that develops bioengineered human tissues and organs. The effort is backed by an \$80 million grant from the US Department of Defense combined with more than \$214 million from 80 industry, education and nonprofit partners that joined to launch the *Advanced Regenerative Manufacturing Institute* (ARMI), led by chairman Dean Kamen of Manchester-based *DEKA Research & Development*.



“WHAT WILL DETERMINE THE ECONOMIC FUTURE OF NEW HAMPSHIRE IN GENERAL, AND SOUTHERN NEW HAMPSHIRE, IN PARTICULAR, IS THE QUANTITY AND QUALITY OF SCIENCE AND ENGINEERING BASED KIDS WHO ARE COMING OUT OF OUR SYSTEM RIGHT NOW.”

DEAN KAMEN
ENTREPRENEUR, INVENTOR
CHAIRMAN OF \$300 MILLION ADVANCED REGENERATIVE
MEDICINE INSTITUTE (ARMI)

Manchester inventor and innovator Dean Kamen expects the project will bring many companies and new jobs to the city as this new industry develops. Dean Mike Decelle of UNH Manchester is leading the national education and workforce development activities for ARMI, drawing on UNH Manchester’s growing life sciences strength as well as its leadership in creating powerful partnerships with industry.

To promote biotech workforce development in this region, UNH is working closely with the Community College System of New Hampshire, Dartmouth College and Boston University, as well as with the Manufacturing Extension Partnerships in New Hampshire, Maine and Massachusetts, and the state Office of Workforce Opportunity and Department of Resources and Economic Development. The New York Times is among the many media outlets that have featured the project for its potential to transform the city as it creates an entirely new, high-tech industry.

USNH Leads New Hampshire in STEM Education

59%

USNH schools award 59%
of NH’s engineering and
science degrees

68%

USNH awards more than
two-thirds of NH’s K-12
STEM teacher degrees.



4,300

Extension volunteers



107,000

Residents assisted



43

Lakes protected



205,000

Acres improved

UNH Cooperative Extension

UNH Cooperative Extension brings information and education into the communities of the Granite State to help make New Hampshire's citizens, businesses and communities more successful and its natural resources healthy and productive. For 100 years, Extension's specialists and its network of dedicated volunteers have been tailoring contemporary, practical education to regional needs, and helping to create a well-informed citizenry, strengthen the economy and support our first-in-the-nation quality of life.

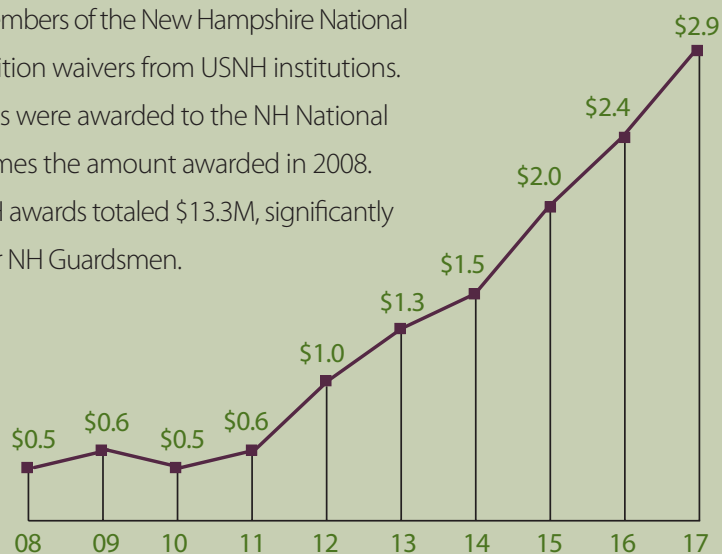
Extension's statewide outreach programs and experts meet Granite Staters where they are by using effective technologies, online learning platforms and face-to-face interactions that match the ways people learn and engage, while continuing to provide customized, in-person programming and assistance.

In 2016, for every \$1 a county spent, UNH provided \$1.98 of statewide resources.



USNH supports New Hampshire's National Guard

For the past two decades, members of the New Hampshire National Guard have been offered tuition waivers from USNH institutions. Nearly \$3M in tuition waivers were awarded to the NH National Guard in FY17 - close to 6 times the amount awarded in 2008. Over the past 10 years, USNH awards totaled \$13.3M, significantly expanding college access for NH Guardsmen.



USNH saves millions through health benefits management

The University System of New Hampshire has realized \$2 million in annual savings thanks to cost-saving measures, including a competitive bid process for its health care administrators to cover the more than 4,000 benefits-eligible employees.

Cigna Healthcare and OptumRx administer medical and pharmacy coverage. Additionally, employees can choose from three plan types, including a high-deductible plan. The changes resulted in an estimated \$3 million in savings for 2017 with further savings anticipated for 2018. These savings are on top of the nearly \$50 million in savings from switching to self insurance five years ago.



“CONTAINING COSTS WHILE PRESERVING QUALITY AND MAINTAINING COMPETITIVENESS REQUIRES INNOVATION AND EFFICIENCY. USNH DELIVERS AN OUTSTANDING VALUE PROPOSITION, PROVIDING SOME OF THE STRONGEST OUTCOMES ON IMPORTANT MEASURES LIKE GRADUATION RATES AND EMPLOYABILITY, AND PROVIDING THOSE OUTCOMES AT THE LOWEST COST-OF-ATTENDANCE IN NEW HAMPSHIRE.”

TODD LEACH
CHANCELLOR
UNIVERSITY SYSTEM OF NEW HAMPSHIRE

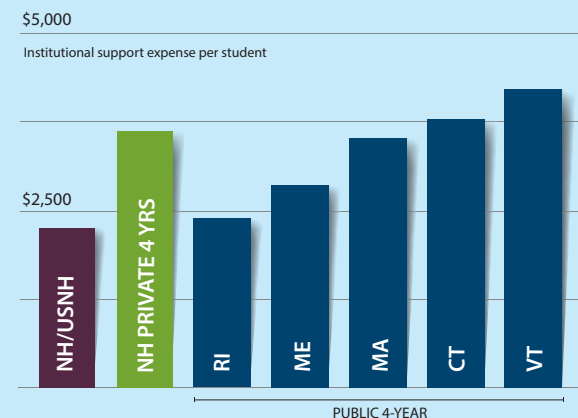
Procurement

USNH procurement efforts have saved over \$1 million dollars in the past year with more savings expected in the coming fiscal year.

- USNH identified an opportunity to align KSC pricing with UNH pricing for a learning management software. By leveraging the system’s participation, we reduced the KSC contract price for the same product representing a 47% decrease in procurement cost.
- USNH Procurement, working with UNH Dining Services, competitively bid the produce category. Through the competitive process, the resulting agreement, decreased UNH’s cost over the five-year term by up to \$875,000.
- USNH consolidated vehicle rentals into a single agreement with Enterprise Holdings to create a preferred supplier program that should yield \$80,000 in savings.

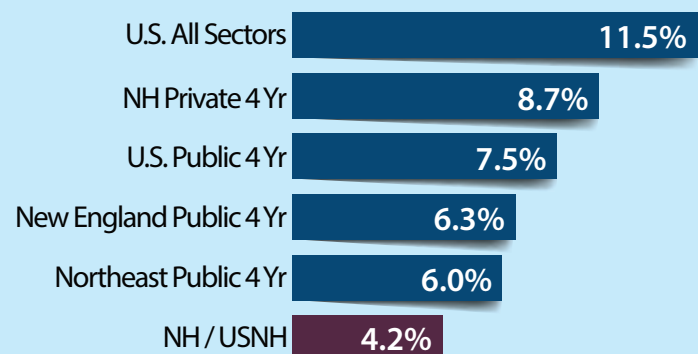
Administrative Efficiency

USNH is the most fiscally efficient 4-year system in New England (and the Northeast) and is more efficient than NH private institutions.



Student Loan Default

USNH consistently ranks among the top states with the lowest average loan default in the U.S.



400 Pell-eligible NH students attend UNH tuition-free Granite Guarantee enrollments far exceed expectations

More than 400 New Hampshire students are attending UNH tuition-free this academic year through the Granite Guarantee, a new program aimed at making a four-year UNH education more affordable for families that qualify for need-based federal Pell grants. Beginning in the fall semester, it guarantees that all eligible full-time, first year students from the state pay no tuition for all four years at UNH, providing they continue to meet academic expectations.

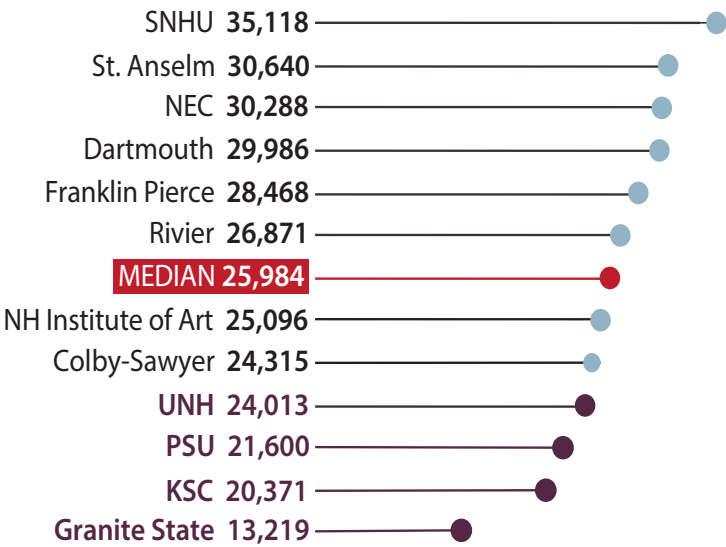
Granite Guarantee enrollments far exceeded initial estimates of 285 students. The program was made possible by the success of UNH's largest private fundraising campaign in history, which aims to raise \$275 million by the end of June 2018.

Overall undergraduate enrollments were also up for the second year in a row, rising about 5 percent; while multicultural student enrollments were up slightly, to 11 percent of the incoming class.

FOR NH STUDENTS, USNH INSTITUTIONS COST LESS TO ATTEND THAN ALL OTHER NH COLLEGES AND UNIVERSITIES.

AMONG THE NATION’S 4-YEAR PUBLIC INSTITUTIONS, USNH IS A COLLEGE COMPLETION LEADER.

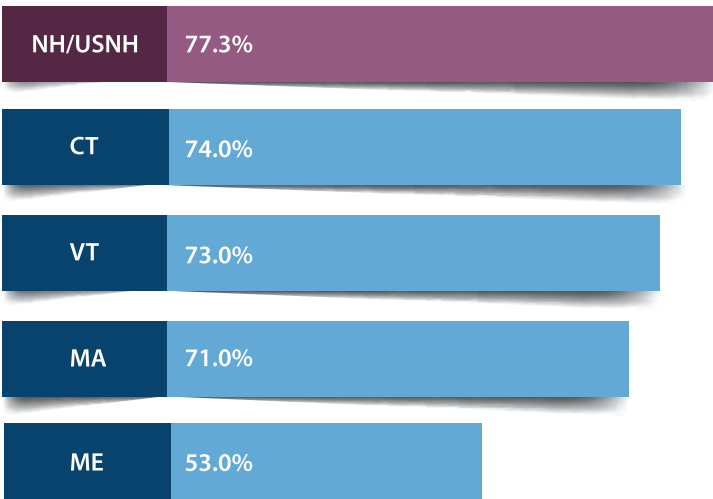
Average In-State Cost of Attendance
NH 4-Year Colleges and Universities*



* After financial aid

Degree Completion

USNH students rank 1st in New England (and the Northeast) and 3rd in the U.S. for bachelor’s degree completion.



RI omitted by National Student Clearinghouse (data source) for technical reasons.

Ocean Engineering

UNH's new ocean engineering program allows for a growth in their STEM enrollment by capitalizing on existing state-of-the-art ocean engineering laboratory facilities.

STEMbassadors: Inspiring K-12 students for a high-tech future

UNH student volunteers visit all 10 NH counties

Thousands of K-12 New Hampshire students and their teachers are connecting this year with the STEMbassadors, a group of STEM student volunteers from the College of Engineering and Physical Sciences (CEPS). Launched in 2016, the STEMbassadors include 50 UNH engineering and technology students who travel across the state to bring engaging, fun, hands-on science experiences to K-12 schools.

All nine academic departments within CEPS are represented, offering activities ranging from model bridge construction and boat design to robotics and wind energy. In its first year, the group reached 5,000 students at more than a dozen events. The program's goal is to reach 2,500 students annually in all 10 New Hampshire counties.



UNH FAST FACTS

\$1.5B economic activity generated in NH each year

Top 10 among the State's top employers

Top 25 in public colleges for students graduating fastest

4,000+ NH businesses assisted directly each year

\$100+ million yearly in competitive research grants

50%+ students receive need-based financial aid

Merrill Place opens at PSU

PSU's continued move toward full implementation of the integrated clusters and open labs model took a leap forward as the first students moved into the Merrill Place Conference Center & Residences on August 2017.

The seven-story, 95,000 square foot building allows PSU to further integrate its academic cluster model into the living-learning experience for students. Offering 288 beds, Merrill Place offers students a state-of-the-art place to live and experience the clusters learning model outside the traditional classroom in a true living-learning community.

MERRILL PLACE

Wall Street Journal: Plymouth State ranked top in the nation for critical thinking improvement

In June 2017, The Wall Street Journal reported that Plymouth State University ranked highest in America for improving students' critical thinking skills between the 1st and senior years in college. The value added by a PSU degree means that graduates are better prepared to enter their careers as leaders in their chosen fields.

The front-page WSJ article detailed how few U.S. colleges teach their students how to think: "At more than half of schools, at least a third of seniors were unable to make a cohesive argument, assess the quality of evidence in a document or interpret data in a table." The report showed that PSU students far outpaced well-known public institutions including the University of Kentucky, the University of Texas, California Polytechnic State University, Ohio State University and The Citadel.

As PSU continues the move to the Integrated Clusters model of education, administrators are confident these critical thinking skills combined with real-world experience will serve students well as they enter the world as PSU alumni.



PSU FAST FACTS

43% student body are first-generation students

39% of students are low income

\$177.4M economic activity generated each year in Lakes Region and North Country

1/3 of total enrollment are graduate students

125 majors and minors

3,000 undergraduates engaged in integrated cluster projects in Spring 2017

35,000+ living alumni



Measuring the return on investment of a college degree

Among the many accolades that Keene State College has earned, there are a number that demonstrate the college's commitment to educational leadership and its focus on the value of a college education.

Educate To Career, in their College Rankings Index, named Keene State #86 in the 2017 Top 100 Best Value Colleges out of 1195 institutions surveyed. The independent agency Zippia, ranked Keene State #18 as the best college for getting a job.

In a survey of the Class of 2015, 95% of respondents reported that they were employed or engaged in graduate education a year after graduating from Keene State. Among those who were employed, 76 percent reported that their work was directly related to their academic studies. In addition, 82 percent indicated that Keene State had prepared them well or very well for their employment.



KSC FAST FACTS

Top Ranked Regional Universities of the North

Top 100 colleges for best value from Educate to Careers

#1 in NH for employability - Zippia

\$76.2 million added to the region's economy

Best list of regional colleges - Princeton Review Guide

Awarded National Green Ribbon Schools Postsecondary Sustainability

Green recognition by Princeton Review Guide to 375 Green Colleges, and was named as a Sierra Club Cool School



Supporting health care

Recognizing the value that an academic credential can add to their training program, leaders at Dartmouth Hitchcock collaborated with GSC to assess their internal training program for college credit. Upon completion of the training program, Dartmouth Hitchcock Surgical Technologists will have earned certification and credits toward a bachelor's degree at GSC.

Helping NH employers grow through partnerships

With over 90% of its student population currently employed, primarily in full-time jobs, the typical Granite State College student already contributes to the New Hampshire workforce and is pursuing higher education for career development or change. Today, Granite State College is partnering directly with the state's employers to diversify and grow the range of learning opportunities and solutions that can help strengthen the incumbent workforce.



GSC FAST FACTS

67,000+ students have attended Granite State College

3,374 active students

80% of enrollments are online

#1 in NH Best Colleges for Adult Learners - Washington Monthly

Best Online Programs for Bachelor's & Graduate Business - U.S. News & World Report

80% of students live in NH

94% of students remain in NH

90% work full or part-time jobs while attending college



"I LOVE ALL THE BUZZ ABOUT A REVIVAL OF U.S. MANUFACTURING, BUT UNLESS WE GET SERIOUS OVER THE LONG HAUL ABOUT A COMMITMENT TO EDUCATION, IT'S HARD TO SEE THAT AS SUSTAINABLE."

JOE MORONE
CEO/PRESIDENT
ALBANY INTERNATIONAL

"THE BUSINESS & INDUSTRY ASSOCIATION, NEW HAMPSHIRE'S STATEWIDE CHAMBER OF COMMERCE AND LEADING BUSINESS ADVOCATE, WISHES TO ADD OUR VOICE TO THOSE ARTICULATING THE UNIVERSITY SYSTEM OF NEW HAMPSHIRE'S CRITICAL ROLE IN DEVELOPING TOP-CALIBER TALENT FOR NEW HAMPSHIRE'S EMPLOYERS."

JIM ROCHE
PRESIDENT NH BIA

**USNH IS THE PIPELINE TO
NEW HAMPSHIRE'S FUTURE.**





KPMG LLP
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Boston, MA 02111

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Management's Discussion and Analysis

June 30, 2017 and 2016 (Unaudited)

I. Introduction

The following Management's Discussion and Analysis summarizes the financial condition and results of activities of the University System of New Hampshire (USNH) for the fiscal years ended June 30, 2017, and 2016. This analysis provides a comparison of significant amounts and measures to prior periods and, where appropriate, presents management's outlook for the future.

USNH is a Section 501(c)(3) corporation organized under the laws of the State of New Hampshire to serve the people of the state as the key provider of public higher education for Bachelor's and advanced degree students. USNH accomplishes its mission by operating four educational institutions that collectively offer a broad array of education, research and public service options for the state. These institutions include the University of New Hampshire (UNH), Plymouth State University (PSU), Keene State College (KSC), and Granite State College (GSC). While select programs are active in other regions as well as abroad, most of USNH's activities take place at the three residential campuses (UNHD, PSU and KSC), UNH's urban campuses (UNHM and UNHL), the eight regional sites of GSC, and the UNH Cooperative Extension and Small Business Development Centers located throughout the state. The accompanying financial statements also include the activities and balances of the University of New Hampshire Foundation, Inc. (UNHF) and the Keene Endowment Association (KEA), two legally separate but affiliated entities. (See Note 1 to the Financial Statements for additional information on affiliated entities.)

II. Economic Outlook

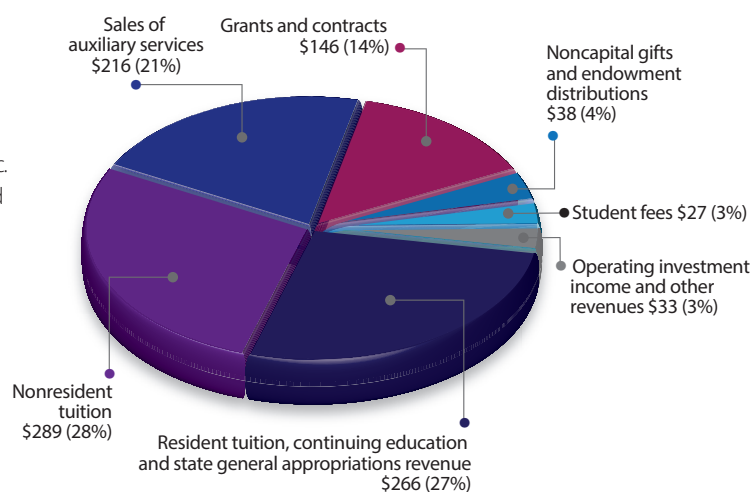
The US Census Bureau projects that through 2030 the number of New Hampshire residents between ages 15 and 19 will drop 7.3% from the current level of 86,070 (approximately 6,300 students). The dip will then be partially recovered over the following ten years to approximately 83,300 in 2040. This is one near-term trend impacting USNH campuses. However, it is mitigated by other trends including increased demand for fifth year programs culminating in graduate degrees, as well as local industry needs for higher education levels of new hires. At 2.9% as of June 2017, New Hampshire has the fourth lowest unemployment rate in the country behind only Colorado, Hawaii and North Dakota. This compares to the national average of 4.4%, and will ease the pathway for our graduates as they transition into the state's workforce. In short, our campuses continue to evolve to meet local and national demands for quality education.

For fiscal years 2018 and 2019, USNH's annual general appropriation from the State was held at \$81 million equal to the prior three years. The USNH Board of Trustees approved tuition increases up to 2.5% for New Hampshire residents attending USNH campuses in FY18, and up to 4.0% for nonresident students. In addition, continuing operating expense increases system-wide were limited to expected inflation levels. Certain nonrecurring expenses budgeted as part of current strategic initiatives were also

approved, and student financial aid increases are budgeted 5% higher than fiscal year 2017 to ensure affordability for our students. USNH has also made a commitment that any increase in the state general appropriation level will go towards freezing or lowering the inflationary increase in tuition for future years. The remainder of this report describes the results of financial operations for the year ended June 30, 2017 with comparisons to prior years.

Chart 1: Operating Revenue by Source
Total = \$1 Billion

(\$ in millions)



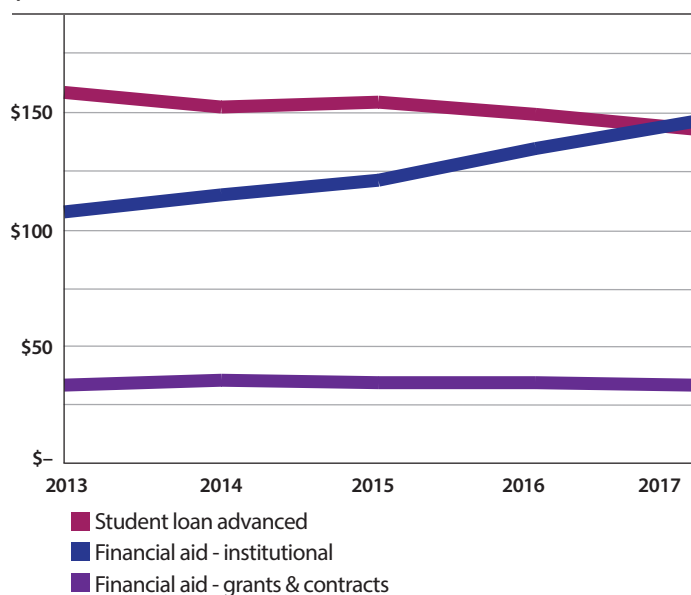
III. Financial Highlights

A. Revenues

Chart 1 above shows USNH's operating revenue streams, which totaled \$1 billion in each of fiscal years 2017 and 2016. Given our tri-fold mission of instruction, research and public service, the vast majority of USNH revenues are used for education, student support, and the delivery of related auxiliary services. Even our research projects increase the knowledge base. As shown in Chart 2, institutional financial aid expenditures increased approximately \$37 million from the 2013 level, while aid from grants remained flat. This resource commitment was made to ensure all qualified students can attend our institutions, and has also allowed our student loan issuances to decrease in support of the State's workforce needs.

Chart 2: Student Aid Trends

(\$ in millions)



As seen in Table 1 below, overall enrollment continues to be stable at approximately 26,000 per year for each of the past four years. UNH's Durham campus had large increases in freshmen applications for both 2016 and 2017. Their enrollment strategy remains focused on attracting exemplary students. Approximately 40% of new UNHD students in the fall of 2016 ranked in the top 20% of their high school class reflecting the continued quality of the population. In addition, PSU launched an innovative new learning clusters program in 2017. The clusters group students in related majors to share resources with the goal of providing a holistic educational experience that ensures students are able to provide value to future employers on their first day of work. The sharing of resources is also designed to drive down administrative costs as well as streamline financial transaction processing.

Table 1: Full-Time Equivalent Credit Enrollment

For the Fall of Each Fiscal year

	2013	2014	2015	2016	2017
UNH (all campuses)	15,606	15,272	15,406	15,657	15,473
PSU	4,973	4,670	4,346	4,674	4,641
KSC	4,853	4,705	4,751	4,250	4,160
GSC	1,507	1,551	1,685	1,658	1,584
Total USNH FTEs	26,939	26,198	26,188	26,239	25,858
NH Resident	16,212	14,797	14,308	13,742	13,240
Nonresident	10,727	11,401	11,880	12,497	12,618
Total USNH FTEs	26,939	26,198	26,188	26,239	25,858

Table 2: Freshman Applications, Acceptances and Enrollees at UNH Durham*

For the Fall of Each Fiscal year

	2013	2014	2015	2016	2017
Freshmen applications received	17,234	17,938	18,420	19,255	20,203
Acceptances as % of applications	78%	78%	80%	71%	76%
Enrolled as % of acceptances	22%	16%	18%	24%	19%

*Data for the flagship campus is included herein as part of the annual continuing disclosure requirements related to USNH's outstanding bond obligations. Comparable data for other campuses is available upon request.

Auxiliary revenues were up \$1 million at KSC from 2016 to 2017 due to increases for the new Living and Learning Commons which opened in the fall of 2016. UNH also increased student recreation fees by \$3 million to cover the costs of expanding the Hamel Recreation Center. The Center will re-open in the fall of 2017. Additional auxiliary services revenue increases at UNH resulted from athletic post-season ticket sales and royalties, parking revenues and group ticket sales. Offsetting these increases was a decrease of \$1.5 million in renewable energy credits and sales of electricity to the local power grid from UNH's Ecoline system.

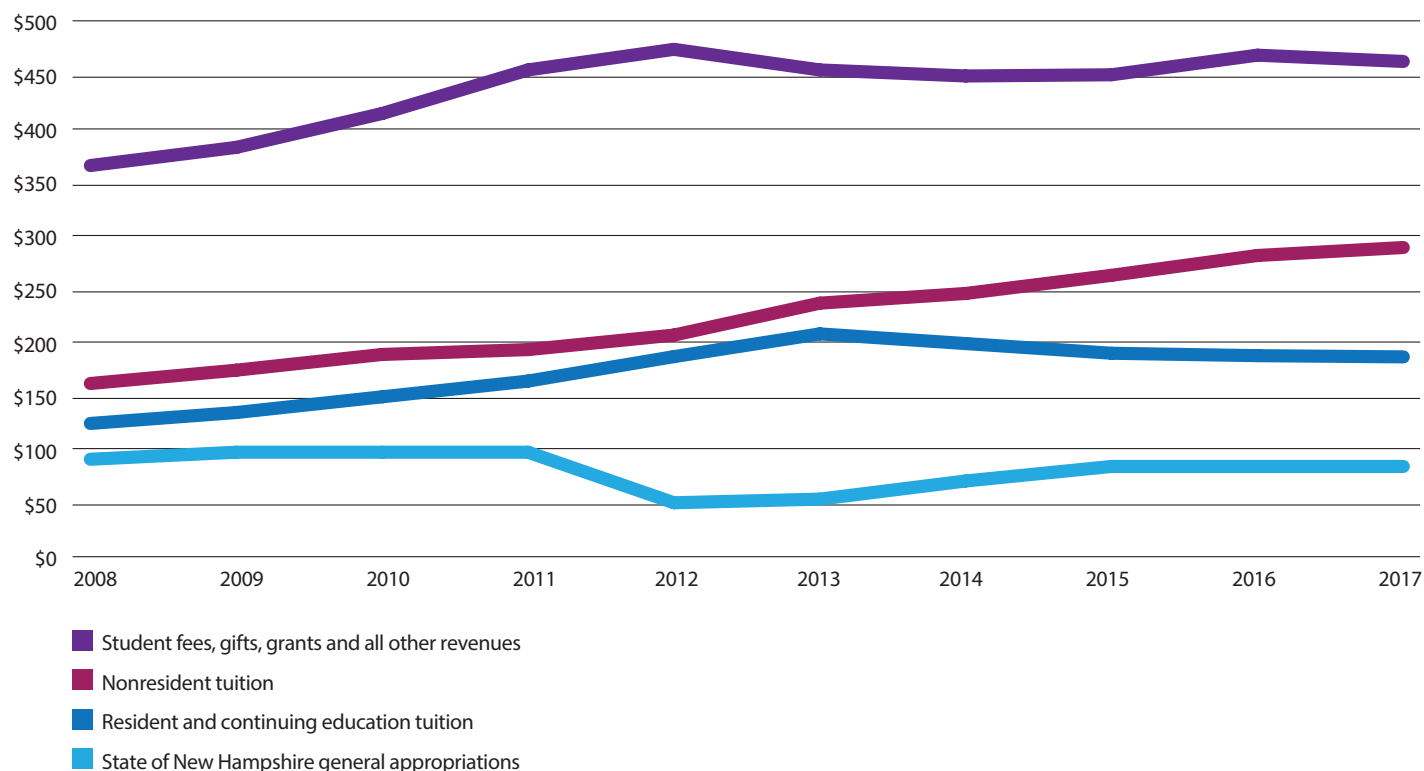
Noncapital gifts to UNH in 2017 decreased approximately \$5 million from the 2016 level. This is due to the wind-down of UNH's 150th anniversary campaign which is nearing completion. Noncapital gifts at the other campuses all approximated the prior year. Operating investment income was also down approximately \$2 million from the 2016 level. This is partly due to a reduction in average cash balances as USNH completed several renovation projects funded with internal resources.

Chart 3, on the following page, shows USNH's major revenue stream trends for the past ten years. As seen in the graph, state appropriation revenues were cut by 50% in 2012, which resulted in a significant increase in resident tuition rates for fiscal years 2012 and 2013. USNH then held resident tuition rates flat through 2015 as the appropriation was partially restored. Inflationary increases in the resident tuition rates were added for 2016 and 2017. As evidenced by the financial aid growth shown in Chart 2, USNH is committed to working with the State to ensure that New Hampshire's students have access to a quality education for an affordable price.

Chart 3: Ten Year Revenue History

Before application of student financial aid

(\$ in millions)



B. Operating and Capital Expenditures

USNH's operating expenses (including interest) for FY17 increased approximately \$1 million or 0.1% over FY16. This compares to \$26 million (3.2%) from FY15 to FY16; \$30M (3.9%) from FY14 to FY15; and \$13 million (1.6%) from FY13 to FY14. There have been significant efforts to organize USNH employee groups over the past few years. This has resulted in new unions for certain faculty and staff at the residential and urban campuses. Additional groups are currently engaged in negotiations as well. Nongrant compensation expenditures were down \$8.9 million in 2017, primarily due to employee separation offerings in the prior year as well as a change in USNH's medical insurance provider in calendar year 2017.

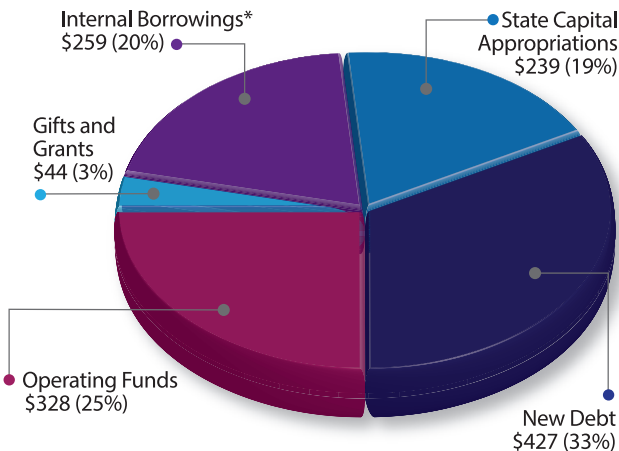
The decrease noted above was offset by an increase in nongrant supplies and services costs of \$8 million or 5.0% over the prior year. The latter includes noncapital construction cost increases at UNH of \$2.8 million; a \$1.4 million increase in student health plan claims and other costs at UNH; an increase in maintenance costs of \$1.7 million; as well as increases in consulting costs for information technology and student recruitment totaling approximately \$900,000. During FY17 USNH restructured its Procurement activities to have all campus purchasing personnel report centrally. This new model of local delivery with central oversight is designed to contain costs in future years by combining our purchasing volumes across the state. USNH is focusing on this area for future years and hopes to decrease these costs through consolidated purchasing opportunities across the campuses.

Chart 4 displays USNH's operating expenses for the past three years by functional, rather than natural, classification. The 2016 instruction costs were higher than 2017 due to faculty separation incentive offerings at that time. As the chart shows, increases in financial aid have far-outpaced increases in institutional support (general overhead) expenses in the last several years. (Additional detail of operating expenses by function can be found in Note 13 to the Financial Statements.)

The campuses also have several major capital projects currently underway or nearing completion. These include an addition to KSC's Mason Library for Holocaust study materials funded with gift proceeds; PSU's new Merrill Place residence hall (\$33 million) funded in part with proceeds from bonds issued by USNH in 2016; the ground-up renovation and expansion of the UNH's historic Hamilton-Smith building (\$37 million) funded with internal resources; as well as interior and exterior renovations to GSC's Gateway Center in Concord (\$1 million) funded in part with state capital appropriations.

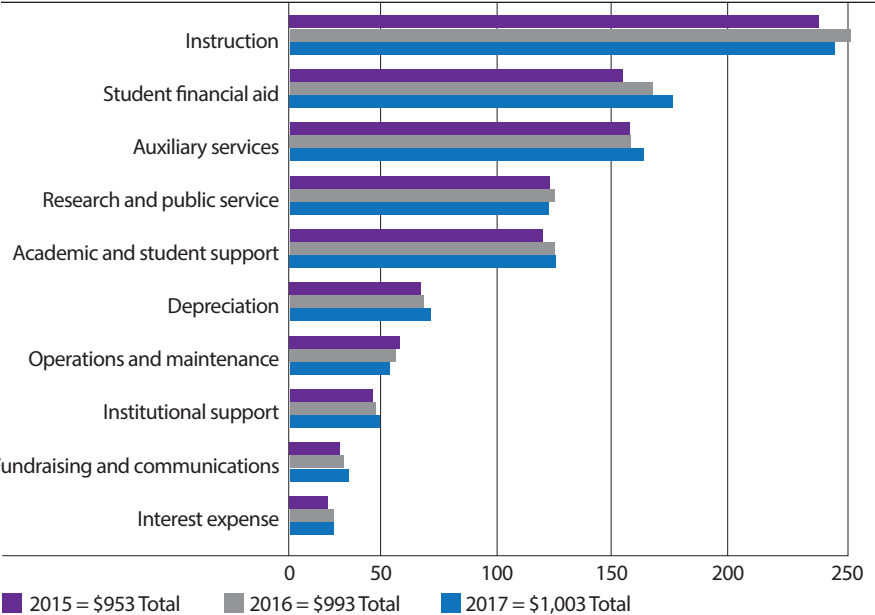
Chart 5 below shows the funding sources for USNH's capital spending over the past fifteen years. USNH spent over \$1 billion during this time to construct and renovate buildings and infrastructure at all campuses. The largest source of funding for the related projects was debt issuances of \$427 million. USNH is authorized to issue debt only for self-supporting, auxiliary projects. The majority of the related debt service is funded by student fees for each type of auxiliary service (housing, dining or recreation).

Chart 5: Capital Funding Sources, 2003-2007
Total \$1.3 Billion
 (\$ in millions)



*Excludes amounts committed but not yet spent as of June 30, 2017

Chart 4: Expenses by Functional Classifications
 (\$ in millions)



Debt service for UNH's Ecoline project is funded with electricity usage charges to campus departments as well as proceeds from sales of electricity and renewable energy credits produced by the campus.

From 2002 to 2013 USNH received significant state capital appropriations to renovate specific science buildings on each campus. During the past ten years operating funds and internal borrowings totaling \$587 million were used to supplement the state appropriations. However, there are still several buildings in need of improvement at each campus to ensure USNH is able to meet the education and experiential needs of the state's future workforce. In 2017 USNH engaged third-party consultants to complete a detailed Facilities Condition Assessment and prioritization of deferred maintenance needs at each campus. Because state capital funding has been significantly reduced over the past 5 years, USNH campuses must strategically prioritize with the limited available funding for capital assets, while at the same time not allowing deferred maintenance needs to escalate. Approximately \$8.8 million of approved internal borrowing amounts not spent as of June 30, 2017 are excluded from the chart above. The remaining funds are for completion of the Hamilton-Smith building and Hamel Recreation Center on the UNH Durham campus. Plant depreciation expenses of \$526 million were recorded during this same fifteen year period. (See Notes 5 and 8 to the Financial Statements for additional information on property and equipment, and debt balances.)

C. Investing Activities

Cash and short-term investment balances totaled approximately \$213 million on June 30, 2017. This compares to \$228 million on June 30, 2016. The reduction is primarily due to purposeful spending of internal resources for the capital projects noted above. Management of cash and short-term investment balances was outsourced over the past year to improve short-term returns while ensuring sufficient liquidity for near-term obligations. (See Note 2 to the Financial Statements for additional information on cash, cash equivalents and short-term investments.)

USNH's long-term investments are primarily derived from endowment gifts intended to be invested in perpetuity. With Board approval USNH also invests select large, current-use gifts, and unrestricted balances held centrally, as quasi-endowment funds. These amounts are invested in one of three venues depending on whether the donor contributed to a campus, the UNH Foundation (UNHF), or the Keene Endowment Association (KEA). The investment pools are managed to provide the highest rate of return over the long term given an acceptable level of risk as determined by the responsible fiduciaries. The USNH Consolidated Endowment Pool holds funds for the benefit of all campuses. The UNHF endowment pool holds funds for the benefit of UNH only, and the KEA pool holds funds for the benefit of KSC only. The USNH Board of Trustees has fiduciary responsibility for the USNH Pool, whereas the separate boards of UNHF and KEA have their own investment policies and are responsible for those investments. Below is a summary of USNH's endowment and similar investment values for the past three years.

**Table 3: Endowment and Similar Investments
Market Value Summary**

(\$ in millions)

	As of June 30,		
	2017	2016	2015
USNH Pool	\$ 498	\$ 444	\$ 457
UNHF Pool	204	185	197
KEA Pool	8	7	7
Funds held in trust	16	15	15
Life Income/Annuity Funds	<u>4</u>	<u>4</u>	<u>4</u>
	<u>\$ 730</u>	<u>\$ 655</u>	<u>\$ 680</u>

As shown in Table 4, all three pools had double digit gains in fiscal year 2017 after payment of fees to the respective investment managers. While the two larger pools are primarily invested in funds, the KEA pool primarily holds individual stock and bond investments.

Table 4: Pooled Endowment Returns

	Year -Ended June 30, 2017	2016	Five Year Average
USNH Pool			
Gross return	13.4%	(1.4%)	8.5%
<i>Investment management fees</i>	<u>(0.4%)</u>	<u>(0.4%)</u>	<u>(0.4%)</u>
Net return	13.0%	(1.8%)	8.1%
<i>Distributions</i>	<u>(3.5%)</u>	<u>(3.5%)</u>	<u>(3.4%)</u>
Net (utilized) reinvested	<u>9.5%</u>	<u>(5.3%)</u>	<u>4.7%</u>
UNHF Pool			
Gross return	14.1%	(2.6%)	9.2%
<i>Investment management fees</i>	<u>(0.6%)</u>	<u>(0.6%)</u>	<u>(0.6%)</u>
Net return	13.5%	(3.2%)	8.6%
<i>Distributions</i>	<u>(5.7%)</u>	<u>(5.2%)</u>	<u>(5.3%)</u>
Net (utilized) reinvested	<u>7.8%</u>	<u>(8.4%)</u>	<u>3.3%</u>
KEA Pool			
Gross return	11.3%	8.2%	10.0%
<i>Investment management fees</i>	<u>(0.7%)</u>	<u>(0.9%)</u>	<u>(0.7%)</u>
Net return	10.6%	7.3%	9.3%
<i>Distributions</i>	<u>(5.7%)</u>	<u>(4.7%)</u>	<u>(4.1%)</u>
Net reinvested	<u>4.9%</u>	<u>2.6%</u>	<u>5.2%</u>

Distributions from the pools totaled approximately \$27 million in 2017, slightly higher than the prior year. Distributions of \$16 million were made from the USNH pool and trusts, along with \$10 million from the UNHF pool and \$350 thousand from the KEA pool. Distributions represent a smaller percentage of the USNH pool because USNH holds several quasi-endowment funds for future, rather than current, use. Recent volatility in returns has resulted in a limited number of endowment funds having a market values less than the original gift value ("underwater" funds). The 2017 gains have mitigated this in most cases. Of the 1,450 endowment funds maintained in the various endowment pools, only 46 remained underwater at June 30, 2017. This compares to 210 underwater funds at June 30, 2016. The balances underwater at June 30, 2017 totaled \$817 thousand, compared to nearly \$5 million at June 30, 2016. (See Notes 4 and 12 for further information on endowment and similar investments.)

IV. Using the Financial Statements

The UNH School of Law merged with UNH on January 1, 2014. Accordingly, the fiscal year 2013 beginning balances for the Statements of Net Position and Cash flows presented below were restated in 2014 to reflect the addition of the respective UNH School of Law amounts.

A. Statements of Net Position

The Statements of Net Position depict all USNH assets, deferred inflows/outflows of resources, liabilities on June 30th each year, and the resulting net financial position. An increase in net position over time is a primary indicator of an institution's financial health. Factors contributing to future financial health as reported on the Statements of Net Position include the value and liquidity of financial and capital investments, and balances of related obligations. Table 5 below shows condensed information from the Statements of Net Position at June 30 for the past five years. Note that we have also included certain condensed information as of June 30, 2017 by campus herein as required by recent regional accreditation standard changes.

June 2017 resulted in the recording of a net pension asset of approximately \$1 million which is also included in other assets. Accordingly, no related pension liabilities are recorded for the plan in 2017.

Deferred outflows of resources include the fair value of USNH's interest rate swap derivatives and accounting losses incurred as a result of refinancing certain bonds outstanding. Because the interest-rate swaps are deemed to be effective hedge instruments, the fair value of the derivatives is recorded to offset the fair value of the interest rate swap liability in its entirety. The accounting losses are expected and are charged to interest expense annually over the term of the new obligations.

The reduction in other assets and deferred outflows of resources in 2017 is due to drawdown of the 2016 bond proceeds for the Hamel Recreation Center renovation at UNH and the Merrill Place project at PSU, as well as an \$11 million reduction in the fair value of our interest rate swap obligations. Approximately \$11 million of the bond

Table 5: Condensed Information from the Statements of Net Position as of June 30,
(\$ in millions)

	2013*	2014	2015	2016	2017
Cash and short-term investments	\$ 223	\$ 235	\$ 237	\$ 228	\$ 213
Endowment and similar investments	571	667	679	655	730
Property and equipment, net	984	982	1,010	1,077	1,120
Other assets and deferred outflows of resources	98	96	168	162	106
Total Assets and Deferred Outflows of Resources	1,876	1,980	2,094	2,122	2,169
Derivative instruments - interest rate swaps	31	30	30	37	26
Postretirement medical benefits	55	51	54	56	56
Long-term debt	454	431	500	519	501
Other liabilities and deferred inflows of resources	147	150	160	169	151
Total Liabilities and Deferred Inflows of Resources	687	662	744	781	734
Net investment in capital assets	550	574	598	630	651
Restricted financial resources	357	397	413	405	455
Unrestricted financial resources	282	347	339	306	329
Total Net Position	\$ 1,189	\$ 1,318	\$ 1,350	\$ 1,341	\$ 1,435

*Beginning balances for fiscal year 2013 restated to include UNH School of Law

As shown above, cash balances were lower in 2017. This is the result of spending of internal resources for the Hamilton-Smith and Hamel Recreation Center projects discussed previously. The spending also increased the value of the related property assets. In 2017 endowment returns rebounded after net losses in the prior two years. This increased both the restricted and unrestricted net position, as well as the investment asset balances. The other assets balance for the last three years shown above includes investments held by our bond trustee related to our Series 2015 and 2016 bond issuances of \$69 million, \$57 million, and \$11 million, for 2015 through 2017, respectively. In 2017 USNH also transferred assets related to our Operating Staff Retirement Program into a trust, and applied the provisions of GASB 68, *Accounting and Financial Reporting for Pensions*. The actuarial review completed for the plan in

proceeds were unspent at June 30, 2017, and will be drawn over the summer as construction is completed for the fall 2017 occupancy. (See Notes 8 and 9 to the Financial Statements for further discussion of outstanding debt and related interest rate swaps in place.) USNH has large liabilities related to long-term debt and postretirement medical benefits. Bond and capital lease principal payments of approximately \$18 million reduced the related liabilities in 2017. The postretirement obligations represent the actuarially-determined value of medical benefits provided to certain current and former employees for various periods, including the remaining life of the participants in some cases. (See Note 7 to the Financial Statements for additional information in this regard.)

Like most businesses, USNH also records smaller liabilities related to payroll costs and vendor services rendered, as well as accrued vacation, retirement and medical benefit costs for current employees. Accrued payroll and employee retirement liabilities were lower in 2017 because the last day of the month of June coincided with the last salary payment date for our faculty and professional employees. Other USNH liabilities are specific to the higher education industry. These include unearned advance payments received for academic year 2018 programs; obligations to donors for a portion of the interest on certain gift balances (obligations under life income agreements); and amounts provided by the US Government for student Perkins Loans that would have to be repaid if the program is closed (refundable government advances). At the end of 2017 these other liabilities all approximated the prior year balances.

In 2017 USNH also adopted the provisions of GASB 73, *Accounting and Financial Reporting for Pensions and Related Assets That Are Not within the Scope of GASB Statement 68*, with respect to the accounting for our Additional Retirement Contributions plan. The actuarial review completed for this plan in June, 2017 resulted in the recording of a deferred inflow for the related obligations of approximately \$698 thousand in 2017. The remaining balance of deferred inflows in 2016 and 2017 represents unamortized accounting gains on debt refinancing.

Net position is reported in three categories. The net invested in capital assets amount represents the historical cost of property and equipment reduced by total accumulated depreciation and the balance of related debt outstanding for certain auxiliary buildings. Restricted financial resources include balances of current and prior year gifts for specified purposes such as scholarships or student loans, as well as the majority of campus endowment balances which were requested to be invested in perpetuity by the original donors (\$257 million and \$270 million at June 30, 2016 and 2017, respectively). Unrestricted financial resources represent net assets that are available for any future use without restriction. This includes unrestricted current fund balances, balances in unrestricted loan funds, unrestricted funds functioning as endowment, unexpended plant funds, and unrestricted funds held by affiliated entities. While not restricted, a significant portion of the unrestricted net position each year is held for future construction and renovation of facilities and other Board-designated purposes.

See Note 14 to the Financial Statements for further details on the components of net position. A breakdown of asset, liability and net position balances by campus as of June 30, 2017 is shown below.

**Table 5A: Condensed Information from the Statement of Net Position as of June 30, 2017
Presented by Campus**

(\$ in millions)

	University of New Hampshire Campuses & Foundation	Plymouth State University	Keene State College & Endowment Association	Granite State College	Chancellor's Office	Total University System of New Hampshire
Cash and short-term investments	\$ 248	\$ 85	\$ 60	\$ 19	\$ (199)	\$ 213
Endowment and similar investments	367	24	34	7	298	730
Property and equipment, net	746	176	188	8	2	1,120
Other assets and deferred outflows of resources	<u>(30)</u>	<u>(3)</u>	<u>(4)</u>	<u>(2)</u>	<u>145</u>	<u>106</u>
Total Assets and Deferred Outflows of Resources	<u>1,331</u>	<u>282</u>	<u>278</u>	<u>32</u>	<u>246</u>	<u>2,169</u>
Derivative instruments - interest rate swaps	—	—	—	—	26	26
Postretirement medical benefits	40	7	7	1	1	56
Long-term debt	211	141	107	—	42	501
Other liabilities and deferred inflows of resources	<u>81</u>	<u>13</u>	<u>9</u>	<u>1</u>	<u>47</u>	<u>151</u>
Total Liabilities and Deferred Inflows of Resources	<u>332</u>	<u>161</u>	<u>123</u>	<u>2</u>	<u>116</u>	<u>734</u>
Net investment in capital assets	455	60	75	5	56	651
Restricted financial resources	384	22	42	7	—	455
Unrestricted financial resources	<u>160</u>	<u>39</u>	<u>38</u>	<u>18</u>	<u>74</u>	<u>329</u>
Total Net Position	<u>\$ 999</u>	<u>\$ 121</u>	<u>\$ 155</u>	<u>\$ 30</u>	<u>\$ 130</u>	<u>\$1,435</u>

B. Statements of Revenues, Expenses and Changes in Net Position

Operating revenues are generally earned in exchange for providing goods and services. However, GASB reporting standards require that some of USNH's recurring revenues be shown as nonoperating. This includes state general appropriations, federal Pell grants, noncapital gifts, operating investment income, and the portion of endowment returns used to fund the related programs. These revenue streams are important sources of funds used to supplement tuition and fees revenue. Accordingly, we have grouped the operating and nonoperating revenues together in the condensed statement below to allow readers to better understand which revenues support our operating expense streams.

Table 6 shows condensed information from the Statements of Revenues, Expenses and Changes in Net Position for the five years ended June 30, 2017.

As noted previously, employee compensation costs were high in 2016 due to separation incentive offerings. The resulting expense decrease in 2017 is offset by an increase in supplies and services costs related to noncapital construction and maintenance costs, student health plan claims and consulting for certain activities, particularly student enrollment and technology initiatives.

The increase in net position from recurring activities reflects USNH's operating margin each year. Total operating and nonoperating revenues in 2017 were approximately 4% higher than 2013, while operating and nonoperating expenses were approximately 9% higher than 2013. The resulting margin has decreased from 6.0% to 1.5% over the last five years. USNH changed its medical insurance provider in 2017 to further reduce compensation expense, our largest cost base. USNH is also

Table 6: Condensed Information from the Statements of Revenues, Expenses and Changes in Net Position for the Years Ended June 30,
(\$ in millions)

	2013*	2014	2015	2016	2017
Tuition and fees	\$ 466	\$ 465	\$ 472	\$ 491	\$ 501
Less: student financial aid	(135)	(144)	(149)	(162)	(172)
Net tuition and fees	331	321	323	329	329
Sales of auxiliary services	198	203	206	211	216
Grants and contracts	166	152	149	149	146
State general appropriations	54	69	81	81	81
Noncapital gifts, investment income and other revenues	61	65	66	79	71
Total Operating and Nonoperating Revenues	810	810	825	849	843
Employee compensation	465	481	503	529	521
Supplies and services	204	195	203	203	210
Utilities, depreciation and interest	93	98	98	99	100
Total Operating and Nonoperating Expenses	762	774	804	831	831
Increase in Net Position from Recurring Activities	48	36	21	18	12
Endowment gifts and returns, net	50	83	6	(30)	70
State capital appropriations and other changes, net	14	10	5	3	11
Total Other Changes in Net Position	64	93	11	(27)	81
Total Increase (Decrease) in Net Position	\$ 112	\$ 129	\$ 32	\$ (9)	\$ 93

*Balances for fiscal year 2013 restated to include UNH School of Law

The net tuition and other revenue values on these statements reflect the size and type of student enrollments, student quality and financial need, and growth of supporting revenue streams. Total operating and nonoperating revenues were down \$5 million in 2017, primarily due to a decrease in noncapital gifts of \$6 million. This is attributable to the wind-down of UNH's 150th anniversary fundraising campaign which generated large gift volumes in the past three years. Expenses were approximately equal to the prior year in total, but differing trends by expense type.

concentrating on containing the cost of supplies and services through near-term spending on new technologies. During 2017 the first phase of an Enterprise Performance Management System was completed to enhance financial projections and modeling for future years. Additional phases will be completed over the next two to three years. In addition, we are moving to a cloud-based platform for our Enterprise Resources and Planning system, and the student systems for most campuses. That work should be completed for the beginning of 2019. The USNH Board of Trustees is monitoring all of these initiatives, as well as our move to more electronic procurement, as we work to lower our administrative cost structures.

Endowment gifts totaled \$13 million in 2017, and \$11 million in 2016. The endowment funds distributed \$27 million in 2017 and 2016. The investment return after distributions totaled \$57 million in 2017. This compares to a net loss of \$41 million in 2016. The volatility of endowment returns is a significant driver of the change in total net position each year. Table 6A below provides condensed information from the Statement of Revenues, Expenses and Changes in Net Position presented by campus for the year ended June 30, 2017.

The 2017 reduction in cash flows from operating and noncapital financing activities is related to timing of employee separation payments accrued in 2016, as well as the lower noncapital gift levels discussed previously. The net cash used in investing activities in 2015 reflects the purchase of investments from proceeds of the new construction bonds totaling \$81 million. Approximately \$80 million of cash was provided by the issuance bonds in 2015, and approximately \$71 million of that total was invested in 2015. The construction spending related to bond Series 2015 and 2016 is reflected in the capital financing outflows in both 2016 and 2017.

Table 6A: Condensed Information from the Statement of Revenues, Expenses and Changes in Net Position for the Year Ended June 30, 2017 Presented by Campus

(\$ in millions)

	University of New Hampshire Campuses & Foundation	Plymouth State University	Keene State College & Endowment Association	Granite State College	Chancellor's Office	Total University System of New Hampshire
Tuition and fees	\$ 344	\$ 71	\$ 70	\$ 16	\$ –	\$ 501
Less: student financial aid	(121)	(23)	(22)	(6)	–	(172)
Net tuition and fees	223	48	48	10	–	329
Sales and auxiliary services	149	30	37	–	–	216
Grants and contracts	125	9	7	5	–	146
State general appropriations	55	12	11	3	–	81
Noncapital gifts, investment income and other revenues	55	5	5	1	5	71
Total Operating and Nonoperating Revenues	607	104	108	19	5	843
Employee compensation	377	56	65	13	10	521
Supplies and services	150	27	28	4	1	210
Utilities, depreciation and interest	64	17	18	–	1	100
Total Operating and Nonoperating Expenses	591	100	111	17	12	831
Change in Net Position from Recurring Activities	16	4	(3)	2	(7)	12
Endowment gifts and returns, net	34	5	4	1	26	70
State capital appropriations and other changes, net	6	1	1	–	3	11
Total Other Changes in Net Position	40	6	5	1	29	81
Total Increase in Net Position	\$ 56	\$ 10	\$ 2	\$ 3	\$ 22	\$ 93

C. Statements of Cash Flows

The Statements of Cash Flows summarize transactions affecting cash and cash equivalents during the fiscal period. Table 7 on the following page shows summary information from the Statements of Cash Flows for the five years ended June 30, 2017.

These statements provide information about cash collections and cash payments made by USNH each year to help readers assess our ability to generate the future cash flows necessary to meet current and future obligations. Cash flows from operating activities will always be different than the operating results on the Statements of Revenues, Expenses and Changes in Net Position because of the inclusion of noncash items, such as depreciation expense, and because the latter statement is prepared on the accrual basis of accounting, meaning that it shows revenues when earned and expenses as incurred.

Table 7: Condensed Information from the Statements of Cash Flows for the Years Ended June 30,

(\$ in millions)

	2013*	2014	2015	2016	2017
Cash flow from:					
Receipts from tuition and fees, net	\$ 331	\$ 321	\$ 324	\$ 331	\$ 332
Receipts from sales of auxiliary services	197	204	206	208	217
Receipts of state general appropriations	53	69	81	81	81
Noncapital gifts, grants and other receipts	199	192	190	193	188
Payments to and on behalf of employees	(467)	(478)	(499)	(518)	(543)
Payments for supplies, services and utilities	(223)	(223)	(224)	(222)	(227)
Net Cash Provided by Operating and Noncapital Financing Activities	90	85	78	73	48
Net Cash Used in Capital Financing Activities	(73)	(75)	(5)	(110)	(120)
Net Cash (Used in)/Provided by Investing Activities	(16)	(10)	(73)	26	69
Increase/(Decrease) in Cash and Cash Equivalents	\$ 1	\$ –	\$ –	\$ (11)	\$ (3)

*Balances for fiscal year 2013 restated to include UNH School of Law

D. Financial Indicators

Two key performance indicators used by USNH are the operating margin and the unrestricted financial resources (net position) to total debt ratios. Management monitors these ratios closely and considers them primary indicators of USNH's financial health. The operating margin ratio uses the increase in net position from recurring activities as the numerator and total revenue from recurring activities as the denominator. USNH's targeted annual operating margin range is 3% to 5% per year. As shown in Chart 6, actual operating margins have declined steadily from the high of 6% in 2013 to 1.5% for 2017 as we invest in enhancing the student experience for the future. The average margin over the past five years was 3.3%, reflecting the targeted balance of strategic spending and investment of resources.

The unrestricted financial resources to debt ratio, shown in Chart 7, uses the unrestricted net position balance as the numerator and the total long-term debt balance outstanding as the denominator. USNH's targeted unrestricted financial resources to debt ratio is 50% or above. The average of this ratio over the past five years was 66% reflecting sufficient support of our ongoing initiatives. (See Notes 8 and 14 to the Financial Statements for additional information in this regard).



Chart 6: Annual Operating Margin

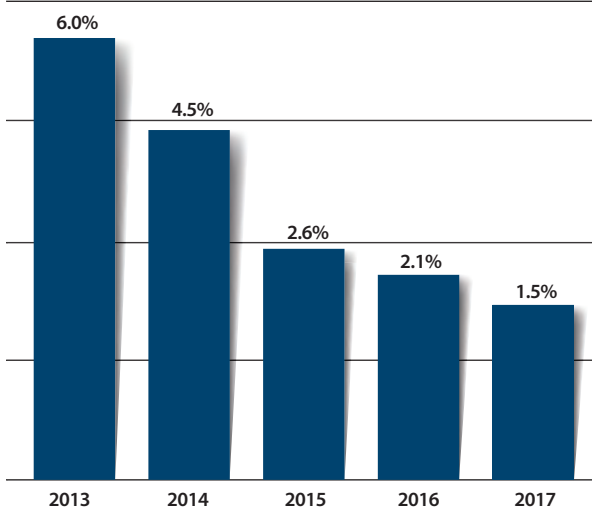
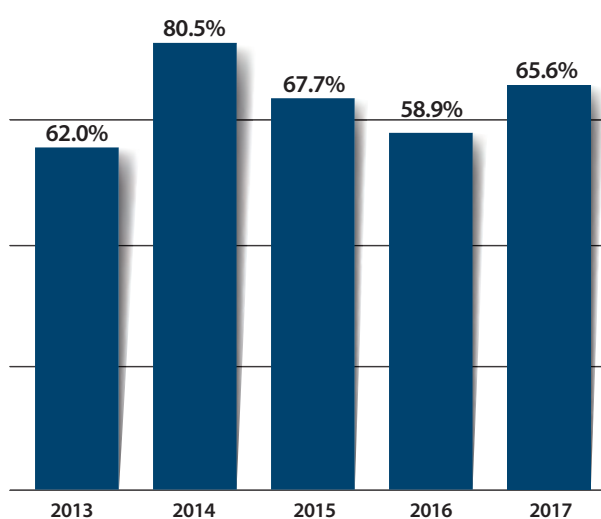


Chart 7: Unrestricted Financial Resources to Total Debt



University System of New Hampshire

Statements of Net Position

(\$ in thousands)

	Balance at June 30,	
	2017	2016
ASSETS		
Current Assets		
Cash and cash equivalents	\$ 66,069	\$ 69,154
Short-term investments	146,588	158,413
Accounts receivable, net	21,729	20,288
Pledges receivable, net - current portion	3,187	3,471
Notes receivable, net - current portion	3,293	3,507
Prepaid expenses and other current assets	7,811	8,758
Total Current Assets	248,677	263,591
Noncurrent Assets		
Debt proceeds held by bond trustee for construction purposes	10,718	56,584
Endowment and similar investments - campuses	514,162	459,419
Endowment and similar investments - affiliated entities	216,346	195,890
Pledges receivable, net of current portion	7,106	8,697
Notes receivable, net of current portion	18,094	18,617
Pension assets	993	-
Property and equipment, net	1,119,628	1,077,051
Total Noncurrent Assets	1,887,047	1,816,258
TOTAL ASSETS	2,135,724	2,079,849
DEFERRED OUTFLOWS OF RESOURCES	33,067	44,552
LIABILITIES		
Current Liabilities		
Accounts payable and accrued expenses	57,238	69,425
Deposits and unearned revenues	37,682	32,686
Accrued employee benefits - current portion	7,407	14,826
Postretirement medical benefits - current portion	6,018	6,745
Long-term debt - current portion	20,064	17,666
Total Current Liabilities	128,409	141,348
Noncurrent Liabilities		
Obligations under life income agreements	2,126	2,204
Refundable government advances	16,643	16,685
Accrued employee benefits, net of current portion	27,178	34,049
Postretirement medical benefits, net of current portion	50,251	48,934
Derivative instruments - interest rate swaps	25,759	36,769
Long-term debt, net of current portion	481,401	501,333
Total Noncurrent Liabilities	603,358	639,974
TOTAL LIABILITIES	731,767	781,322
DEFERRED INFLOWS OF RESOURCES	2,206	1,879
NET POSITION (see Note 14)		
Net investment in capital assets	650,968	630,442
Restricted		
Nonexpendable	270,089	256,513
Expendable	184,842	148,681
Unrestricted	328,919	305,564
TOTAL NET POSITION	\$1,434,818	\$1,341,200

See accompanying notes to the financial statements

University System of New Hampshire

Statements of Revenues, Expenses and Changes in Net Position

(\$ in thousands)

	For the year ended June 30,	
	2017	2016
OPERATING REVENUES		
Resident tuition	\$ 164,406	\$ 165,972
Nonresident tuition	288,702	277,046
Continuing education tuition	21,110	20,933
Student fees revenue	26,901	27,182
Total tuition and fees	501,119	491,133
Less: student financial aid - grants and contracts	(31,533)	(32,723)
Less: student financial aid - all other	(140,069)	(129,780)
Net tuition and fees	329,517	328,630
Grants and contracts - direct revenues	101,033	103,114
Grants and contracts - facilities & administrative recovery	20,060	19,969
Sales of auxiliary services	215,554	210,699
Other operating revenues	29,800	29,675
TOTAL OPERATING REVENUES	695,964	692,087
OPERATING EXPENSES		
Employee compensation - grants and contracts	59,324	58,218
Employee compensation - all other	461,372	470,285
Supplies and services - grants and contracts	31,342	32,539
Supplies and services - all other	178,511	170,033
Utilities	17,949	19,886
Depreciation	62,942	59,919
TOTAL OPERATING EXPENSES	811,440	810,880
Operating loss	(115,476)	(118,793)
NONOPERATING REVENUES (EXPENSES)		
State of New Hampshire general appropriations	81,000	81,000
Federal Pell grants	24,603	25,565
Noncapital gifts	11,424	17,564
Endowment and investment income	29,970	31,710
Interest expense, net	(19,521)	(19,432)
Other nonoperating revenue	241	369
TOTAL NONOPERATING REVENUES (EXPENSES)	127,717	136,776
INCREASE IN NET POSITION BEFORE OTHER CHANGES	12,241	17,983
OTHER CHANGES IN NET POSITION		
State of New Hampshire capital appropriations	3,611	1,389
Plant gifts, grants and other changes, net	7,828	1,287
Endowment and similar gifts	13,429	11,405
Endowment return, net of amount used for operations	56,509	(41,221)
TOTAL OTHER CHANGES IN NET POSITION	81,377	(27,140)
INCREASE(DECREASE) IN NET POSITION	93,618	(9,157)
Net Position at Beginning of Year	1,341,200	1,350,357
NET POSITION AT END OF YEAR	\$ 1,434,818	\$1,341,200

See accompanying notes to the financial statements

University System of New Hampshire

Statements of Cash Flows

(\$ in thousands)

	For the year ended June 30,	
	2017	2016
CASH FLOWS FROM OPERATING ACTIVITIES		
Receipts from tuition and fees, net of student financial aid	\$ 331,935	\$ 331,049
Receipts from sales of auxiliary services	216,831	208,467
Receipts from grants, contracts and other operating revenues	150,932	151,170
Payments to employees	(402,840)	(387,329)
Payments for employee benefits	(139,960)	(130,813)
Payments for supplies, services and utilities	(226,957)	(222,086)
NET CASH USED IN OPERATING ACTIVITIES	(70,059)	(49,542)
CASH FLOWS FROM NONCAPITAL FINANCING ACTIVITIES		
State general appropriations	81,000	81,000
Federal Pell and other nonoperating grants	24,844	25,934
Noncapital gifts	12,516	14,943
NET CASH PROVIDED BY NONCAPITAL FINANCING ACTIVITIES	118,360	121,877
CASH FLOWS FROM CAPITAL FINANCING ACTIVITIES		
State appropriations for plant projects	3,973	1,022
Plant gifts and grants	10,614	5,974
Endowment gifts	13,429	11,405
Proceeds from issuance of debt and sale of property	66	60,398
Purchases and construction of property	(112,843)	(129,740)
Retirement of debt through defeasance	16	(25,349)
Debt principal payments	(16,089)	(14,740)
Interest payments	(19,874)	(18,851)
NET CASH USED IN CAPITAL FINANCING ACTIVITIES	(120,708)	(109,881)
CASH FLOWS FROM INVESTING ACTIVITIES		
Proceeds from sale of investments	507,248	813,043
Purchase of investments	(445,502)	(793,391)
Investment income	7,576	6,609
NET CASH PROVIDED BY INVESTING ACTIVITIES	69,322	26,261
Decrease in Cash and Cash Equivalents	(3,085)	(11,285)
Beginning cash and cash equivalents	69,154	80,439
ENDING CASH AND CASH EQUIVALENTS	\$ 66,069	\$ 69,154
RECONCILIATION OF OPERATING LOSS TO NET CASH PROVIDED BY/(USED IN) OPERATING ACTIVITIES		
Operating loss	\$ (115,476)	\$ (118,793)
Adjustments to reconcile operating loss to net cash used in operating activities:		
Depreciation	62,942	59,919
Changes in current assets and liabilities:		
Accounts receivable	(1,803)	(709)
Notes receivable	695	921
Prepaid expenses and other current assets	947	544
Accounts payable and accrued expenses	(8,103)	3,331
Deposits and unearned revenues	4,970	(1,432)
Accrued employee benefits	(14,231)	6,677
NET CASH USED IN OPERATING ACTIVITIES	\$ (70,059)	\$ (49,542)
SIGNIFICANT NONCASH TRANSACTIONS		
Endowment return, net of amount used for operations	\$ 56,509	\$ (41,211)
Loss on disposal of capital assets	(1,978)	(4,063)
Construction services payable balance	10,642	15,988

See accompanying notes to the financial statements

Notes to the Financial Statements

June 30, 2017 and 2016

1. Summary of significant accounting policies and presentation

The University System of New Hampshire (USNH) is a not-for-profit institution of higher education created in 1963 as a body politic and corporate under the laws of the State of New Hampshire (the State) and is generally exempt from income taxes under Section 501(c)(3) of the Internal Revenue Code. USNH is considered a component unit of the State for financial reporting purposes. The accompanying financial statements include the accounts of the University of New Hampshire (UNH), Plymouth State University (PSU), Keene State College (KSC), and Granite State College (GSC) as well as certain affiliated entities discussed below. UNH, PSU, KSC and GSC are collectively referred to in the accompanying financial statements as "campuses."

On August 31, 2010, UNH and Franklin Pierce Law Center officially affiliated and the Center became known as the UNH School of Law (UNHL). During 2013, the USNH Board of Trustees and the UNH School of Law Board of Directors each approved a full integration agreement between the two entities with an effective date of January 1, 2014. The integration was treated as a merger in accordance with GASB Statement No. 69, *Governmental Combinations and Disposals of Government Operations*. Accordingly, the activities and balances of the UNH School of Law were merged with those of USNH, and are included in these financial statements as of July 1, 2012.

Affiliated entities and related parties

Governmental accounting standards require that all potential component units be evaluated for inclusion in the financial statements of the primary government of the reporting entity. USNH's policy on 'Foundations Established for the Benefit of USNH or its Component Institutions' states that the USNH Board of Trustees retains control over the activities of any affiliated foundation. The USNH policy further states that USNH has the legal authority to terminate the existence of any affiliated foundation, at which time ownership of the related assets would revert to USNH. Two legally separate affiliated foundations are impacted by this policy and, accordingly, are considered blended component units of USNH. The University of New Hampshire Foundation, Inc. (UNHF) and the Keene Endowment Association (KEA) are collectively referred to in the accompanying financial statements as "affiliated entities." The associated revenues, expenses, assets, liabilities, deferred inflows, deferred outflows and net position of UNHF and KEA are fully consolidated with those of the campuses in the accompanying financial statements, and all associated interentity activity has been eliminated.

UNHF, Inc. was incorporated in 1989 as a not-for-profit, tax-exempt organization. Its purpose is to solicit, collect, invest and disburse funds for the sole benefit of the University of New Hampshire. The University of New Hampshire funds a portion of the operating expenses of UNHF. UNHF is governed by its own Board of Directors, the membership of which includes the President of the University of New Hampshire and up to three other members of the USNH Board of Trustees. UNHF has a separate financial statement audit each year. Condensed financial information for UNHF is included in Note 16. The KEA was organized in 1957 as a separate charitable entity to provide financial assistance to deserving students at Keene State College. Income is distributed at the discretion of the Trustees of KEA.

Basis of accounting

The accompanying financial statements have been prepared in accordance with US generally accepted accounting principles (GAAP) prescribed by the Governmental Accounting Standards Board (GASB) using the economic resources measurement focus and the accrual basis of accounting.

USNH follows the requirements of the "business-type activities" (BTA) model as defined by GASB Statement No. 35, *Basic Financial Statements – and Management's Discussion and Analysis for Public Colleges and Universities*. BTAs are defined as those that are financed in whole or in part by fees charged to external parties for goods or services. The Statement requires that resources be classified into the following net position categories, as more fully detailed in Note 14.

- **Net investment in capital assets:** Property and equipment at historical cost or fair value on date of acquisition, net of accumulated depreciation and outstanding principal balances of debt attributable to the acquisition or construction of those assets.
- **Restricted Nonexpendable:** Resources subject to externally imposed stipulations that they be maintained permanently by USNH. These funds include the historical gift value of restricted true endowment funds.
- **Restricted Expendable:** Resources whose use by USNH is subject to externally imposed stipulations. Such funds include the accumulated net gains on donor-restricted "true" endowment funds; the fair value of restricted funds functioning as endowment; restricted funds loaned to students; restricted gifts and endowment income; and other similarly restricted funds.
- **Unrestricted:** Resources that are not subject to externally imposed stipulations. Substantially all unrestricted net position funds are designated to support academic, research, or auxiliary enterprises; invested to function as endowment; or committed to capital construction projects.

The preparation of financial statements in conformity with GAAP requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities at the dates of the financial statements, and the reported amounts of revenues and expenses during the reporting periods. Actual results could differ from these estimates. The most significant areas that require management estimates relate to valuation of certain investments and derivative instruments, useful life and related depreciation of capital assets, and accruals for postretirement medical and other employee-related benefits.

Investments are maintained with established financial institutions whose credit is evaluated by management and the respective governing boards of USNH and its affiliated entities. Investments of operating cash in money market and other mutual funds are generally recorded as cash equivalents. These amounts are invested for purposes of satisfying current operating liabilities and generating investment income to support ongoing operations. Short-term investments represent highly liquid amounts held for other current liabilities.

Property and equipment are recorded at original cost for purchased assets or at fair value on the date of donation in the case of gifts. Equipment with a unit cost of \$5,000 or more is capitalized. Building improvements with a cost of \$50,000 or greater are also capitalized. Net interest costs incurred during the construction period for major, debt-funded capital projects are added to the cost of the underlying asset. The value of equipment acquired under capital leases is recorded at the present value of the minimum lease payments at the inception of the lease. Depreciation of property and equipment is calculated on a straight-line basis over the estimated useful lives of the respective assets. The cost of certain research buildings is componentized for the purpose of calculating depreciation. Buildings and improvements are depreciated over useful lives ranging from 10 to 50 years. Depreciable lives for equipment range from 3 to 30 years. (See Note 5 for additional information on depreciation.) USNH does not record donated works of art and historical treasures that are held for exhibition, education, research and public service. Library collections are recorded as an expense in the period purchased, with the exception of UNH School of Law library collections which are capitalized annually and depreciated over a ten year period on a straight-line basis.

Deposits and unearned revenue consist of amounts billed or received in advance of USNH providing goods or services. Advances from the US Government for Federal Perkins Loans to students are reported as government advances refundable. Future Perkins loans to students are made available from repayments of outstanding principal amounts plus accumulated interest received thereon. Federal Direct Loan proceeds are posted to student accounts as approved and drawn weekly.

Operating revenues include tuition and fees, grants and contracts, sales of auxiliary services, and other operating revenues. Tuition and fee revenues are reported net of student financial aid discounts and allowances. Operating expenses include employee compensation and benefits, supplies and services, utilities, and depreciation. Operating expenses also include early retirement and other separation incentive stipends and benefits promised to certain employees in exchange for termination of employment. All such termination benefits are accrued as of the date the termination agreement is signed, and are presented at net present value at year end. Nonoperating revenues (expenses) include all other revenues and expenses except certain changes in long-term plant, endowment and other net position funds, which are reported as other changes in net position. Operating revenues are recognized when earned and expenses are recorded when incurred. Restricted grant revenue is recognized only to the extent of applicable expenses incurred or, in the case of fixed-price contracts, when the contract terms are met or completed.

Unconditional pledges of nonendowment gifts are presented net of estimated amounts deemed uncollectible after discounting to the present value of expected future cash flows. Because of uncertainties with regard to their realization and valuation, bequest intentions and other conditional promises are not recognized as assets until the specified conditions are met. In accordance with GASB requirements, endowment pledges expected to be received over the next ten years, totaling \$8,227,000 and \$9,508,000 at June 30, 2017 and 2016, respectively, have not been reported in the accompanying financial statements. USNH generally uses restricted funds first when an expense is incurred where both restricted and unrestricted funds are available.

Endowment return used for operations per application of the Board-approved endowment spending policy is reported as nonoperating revenue. Net realized and unrealized gains/losses and interest/dividend income earned on endowment and similar investments, together with the excess (deficiency) of these earnings over the return used for operations, are reported as other changes in net position.

In fiscal year 2016, the System adopted GASB Statement No. 72, *Fair Value Measurement and Application*. GASB 72 establishes general principles for measuring fair value and requires enhanced disclosures about fair value measurements of certain assets and liabilities, such as investments and interest-rate swaps. Fair value represents the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. GASB 72 requires that USNH categorize these assets and liabilities measured at fair value using a three-tiered hierarchy based on the valuation methodologies employed. The hierarchy is defined as follows:

Level 1 — Value based on quoted prices (unadjusted) in active markets for identical assets or liabilities that are accessible at the measurement date.

Level 2 — Value based on inputs other than quoted prices that are observable for an asset or liability, either directly or indirectly; and

Level 3 — Value based on unobservable inputs for an asset or liability.

The components of cash, cash equivalents and short-term investments are summarized below (\$ in thousands):

	Balances and Terms as of June 30, 2017				Balances and Terms as of June 30, 2016			
	Level 1	Level 2	Total	Weighted Average Maturity	Level 1	Level 2	Total	Weighted Average Maturity
Cash balance	\$ 3,803	\$ —	\$ 3,803	Less than 1 year	\$ 4,058	\$ —	\$ 4,058	Less than 1 year
Repurchase agreements	—	25,475	25,475	Less than 1 year	—	28,847	28,847	Less than 1 year
Money market funds	36,791	—	36,791	Less than 1 year	36,249	—	36,249	Less than 1 year
Subtotal cash and cash equivalents	<u>40,594</u>	<u>25,475</u>	<u>66,069</u>		<u>40,307</u>	<u>28,847</u>	<u>69,154</u>	
Money market funds	28,118	—	28,118	Less than 1 year	24,224	—	24,224	Less than 1 year
Domestic equity	276	—	276	Less than 1 year	205	—	205	Less than 1 year
Mutual funds	91,947	—	91,947	1-5 years	133,458	—	133,458	1-5 years
Corporate bonds	—	16,404	16,404	1-5 years	—	—	—	1-5 years
US government and agencies	—	7,689	7,689	1-5 years	—	526	526	1-5 years
Municipal bonds	—	2,149	2,149	1-5 years	—	—	—	1-5 years
Convertible note	—	5	5	1-5 years	—	—	—	1-5 years
Subtotal short-term investments	<u>120,341</u>	<u>26,247</u>	<u>146,588</u>		<u>157,887</u>	<u>526</u>	<u>158,413</u>	
Total cash, cash equivalents and short-term investments	<u>\$ 160,935</u>	<u>\$ 51,722</u>	<u>\$ 212,657</u>		<u>\$ 198,194</u>	<u>\$ 29,373</u>	<u>\$ 227,567</u>	

In determining fair value, USNH utilizes valuation techniques that maximize the use of observable inputs and minimize the use of unobservable inputs to the extent possible. As described in Note 4, certain investments are measured at net asset value as a practical expedient to estimate fair value and are not categorized in the fair value hierarchy. The System's financial statements include comparative financial information. Certain prior year amounts have been reclassified to conform to the current year presentation.

New reporting standards

The System's financial statements and notes for fiscal 2017 and 2016 as presented herein reflect GASB Statement No. 68 *Accounting and Financial Reporting for Pensions* and GASB Statement No. 73, *Accounting and Financial Reporting for Pensions and Related Assets That Are Not within the Scope of GASB Statement 68*. The application modified the presentation of certain pension related assets and obligations, and resulted in new and enhanced disclosures related to pension plans.

2. Cash, cash equivalents and short-term investments

Cash, cash equivalents, and short-term investments are recorded at fair value. USNH's investment policy and guidelines specify permitted instruments, durations, required ratings and insurance of USNH cash, cash equivalents and short-term investments. The investment policy and guidelines are intended to mitigate credit risk on investments individually and in the aggregate through restrictions on investment type, liquidity, custodian, dollar level, maturity, and rating category. Money market funds are placed with the largest national fund managers. These funds must be rated AA/Aa by Standard & Poor's and Moody's Investor Service and comply with Securities and Exchange Commission Rule 2A-7. Repurchase agreements must be fully collateralized at 102% of the face value by US Treasuries, or 103% of the face value by US Government-backed or guaranteed agencies or government sponsored enterprises. In addition, USNH investments may not exceed 5% of any institution's total deposits or 20% of any institution's net equity.

Cash equivalents represent amounts invested for the purpose of satisfying current operating liabilities and include repurchase agreements, money market funds and other mutual funds. Repurchase agreements are limited to overnight investments only. Short-term investments are highly liquid amounts held to support specific current liabilities. Cash, cash equivalents and short-term investments are generally uninsured and uncollateralized against custodial credit risk, and the related mutual funds are not rated. Cash and cash equivalents totaled \$66,069,000 and \$69,154,000 at June 30, 2017 and 2016, respectively, and short-term investments totaled \$146,588,000 and \$158,413,000 at June 30, 2017 and 2016, respectively.

3. Accounts, pledges and notes receivable

Accounts receivable at June 30 consisted of the following (\$ in thousands):

	2017	2016
Grants and contracts	\$ 18,847	\$ 16,330
Student and general	6,095	6,680
State of NH capital projects	–	362
Allowance for doubtful accounts	(3,213)	(3,084)
Total accounts receivable, net	<u>\$21,729</u>	<u>\$20,288</u>

Pledges receivable at June 30 consisted entirely of unconditional nonendowment promises to pay as follows (\$ in thousands):

	2017	2016
Pledges receivable	\$ 13,884	\$ 16,311
Discounts and allowance for doubtful pledges	(3,591)	(4,143)
Total pledges receivable, net	10,293	12,168
Less: noncurrent portion	(7,106)	(8,697)
Current portion	<u>\$ 3,187</u>	<u>\$ 3,471</u>

Notes receivable at June 30 consisted primarily of student loan funds as follows (\$ in thousands):

	2017	2016
Perkins loans	\$ 22,481	\$ 23,134
Other loans, restricted and unrestricted	874	1,067
Allowance for doubtful loans	(1,968)	(2,077)
Total notes receivable, net	21,387	22,124
Less: noncurrent portion	(18,094)	(18,617)
Current portion	<u>\$ 3,293</u>	<u>\$ 3,507</u>

4. Investments

USNH's investment policy and guidelines specify permitted instruments, duration and required ratings for pooled endowment funds. The policy and guidelines are intended to mitigate risk on investments individually and in the aggregate while maximizing total returns and supporting intergenerational equity of spending levels. Illiquid investments are limited to 20% of the USNH consolidated endowment pool. Credit risk is mitigated by due diligence in the selection and continuing review of investment managers as well as diversification of both investment managers and underlying investments. No more than \$50 million may be invested in any single fund and no more than \$75 million or 10% of the pool may be invested with any single bank, fund manager, or investment group unless approved by the USNH Board of Trustees' Finance Committee for Investments. Foreign currency risk is mitigated by limiting global equity investments in publicly traded international and emerging market funds to 25% of the endowment pool. Private global equity investments are limited to 15% of the endowment pool. No USNH endowment investments were denominated in foreign currencies as of June 30, 2017 or June 30, 2016.

The endowment and similar investment holdings of the campuses and affiliated entities as of June 30, 2017 and 2016, respectively are summarized below (\$ in thousands):

	Campuses		Affiliated Entities	
	2017	2016	2017	2016
Pooled endowments:				
Campuses	\$ 497,885	\$ 444,196		
UNH Foundation	–	–	\$ 204,468	\$ 184,606
Keene Endowment Association	–	–	7,820	7,424
Life income and annuity funds	85	104	4,058	3,860
Funds held in trust	16,192	15,119	–	–
Total	<u>\$ 514,162</u>	<u>\$ 459,419</u>	<u>\$ 216,346</u>	<u>\$ 195,890</u>

Endowment and similar investments are reported at estimated fair value. The fair value of these investments is based on quoted market prices when available. If an investment is held directly by USNH and an active market with quoted prices exists, the market price of an identical security is used to determine its fair value. Fair values of shares in registered mutual funds are based on published share prices. Registered mutual funds and directly held equity securities are classified in Level 1 of the fair value hierarchy. Investments classified in Level 2 consist of directly held investments that have valuations based on inputs other than quoted prices. There were no transfers between levels in 2017 and 2016.

As a practical expedient to estimate the fair value of USNH's interests, certain investments in commingled funds and limited partnerships are reported at the net asset value (NAV) determined by the fund managers, without adjustment when assessed as reasonable by USNH, unless it is probable that all or a portion of the investment will be sold for an amount different from NAV. Because these investments are not readily marketable, their estimated fair values may differ from the values that would have been assigned had a ready market for such investments existed, and such differences could be material. As of June 30, 2017 and 2016, USNH had no plans or intentions to sell such investments at amounts different from NAV.

The following table summarizes the fair value of USNH's investments by type (\$ in thousands):

	Balances as of June 30, 2017				Balances as of June 30, 2016			
	Investments Classified in Fair Value Hierarchy		Investments Measured at NAV	Total	Investments Classified in Fair Value Hierarchy		Investments Measured at NAV	Total
	Level 1	Level 2			Level 1	Level 2		
Endowment and similar investments—campuses								
Money market	\$ 13,694	\$ —	\$ —	\$ 13,694	\$ 8,653	\$ —	\$ —	\$ 8,653
Global fixed income	17,865	29,214	—	47,079	16,154	20,568	47	36,769
Inflation hedging assets	—	8,041	9,593	17,634	—	6,090	17,962	24,052
International equity	53,145	—	42,996	96,141	43,772	—	35,698	79,470
Domestic equity	106,689	—	50,323	157,012	103,401	—	39,505	142,906
Hedge funds:								
Equity Hedge	—	—	44,479	44,479	—	—	40,510	40,510
Event-Driven	—	—	29,775	29,775	—	—	27,206	27,206
Fund of Funds	—	—	56,640	56,640	—	—	52,805	52,805
Distressed/Restructuring	—	—	12,236	12,236	—	—	10,388	10,388
Private equity and non-marketable real assets	—	—	23,280	23,280	—	—	21,541	21,541
Funds held in trust	—	16,192	—	16,192	—	15,119	—	15,119
Total endowment and similar investments – campuses	<u>\$ 191,393</u>	<u>\$ 53,447</u>	<u>\$ 269,322</u>	<u>\$ 514,162</u>	<u>\$ 171,980</u>	<u>\$ 41,777</u>	<u>\$ 245,662</u>	<u>\$ 459,419</u>
Endowment and similar investments—affiliated entities								
Money market	\$ 3,303	\$ —	\$ —	\$ 3,303	\$ 9,205	\$ —	\$ —	\$ 9,205
Global fixed income	12,795	720	1,342	14,857	9,223	1,786	1,261	12,270
Inflation hedging assets	2,785	3,799	3,352	9,936	2,813	3,873	3,681	10,367
International equity	15,788	—	29,918	45,706	13,319	—	24,019	37,338
Domestic equity	37,240	—	34,635	71,875	34,715	—	29,080	63,795
Hedge funds:								
Equity Hedge	—	—	21,216	21,216	—	—	16,698	16,698
Distressed/Restructuring	—	—	26,075	26,075	—	—	21,232	21,232
Diversified	—	—	9,797	9,797	—	—	12,991	12,991
Private equity and non-marketable real assets	—	—	13,581	13,581	—	—	11,994	11,994
Total endowment and similar investments – affiliated entities	<u>\$ 71,911</u>	<u>\$ 4,519</u>	<u>\$ 139,916</u>	<u>\$ 216,346</u>	<u>\$ 69,275</u>	<u>\$ 5,659</u>	<u>\$ 120,956</u>	<u>\$ 195,890</u>
Total endowment and similar investments	<u>\$ 263,304</u>	<u>\$ 57,966</u>	<u>\$ 409,238</u>	<u>\$ 730,508</u>	<u>\$ 241,255</u>	<u>\$ 47,436</u>	<u>\$ 366,618</u>	<u>\$ 655,309</u>

The majority of USNH's investments are units of institutional commingled funds and limited partnerships invested in equity, fixed income, hedge, natural resources, private equity, or real estate strategies. Hedge strategies involve funds whose managers have the authority to invest in various asset classes at their discretion, including the ability to invest long and short. Funds with hedge strategies generally hold securities or other financial instruments for which a ready market exists and may include stocks, bonds, put or call options, swaps, currency hedges and other instruments which are valued by the investment manager. To the extent quoted prices exist the manager would use those; when these are not available, other

methodologies maximizing observable inputs would be used for the valuation, such as discounted cash flow analysis, capitalization of current or stabilized net operating income, replacement costs, or sales contracts and recent sales comparable in the market. Private equity funds employ buyout, growth and venture capital, and distressed security strategies. Real asset funds generally hold interests in private real estate. As of June 30, 2017 and 2016, fixed income securities had maturities up to 30 years and carried ratings ranging from AAA to A3. The mutual fund investments held in the endowment pools are not rated.

Investment liquidity for the past two years is aggregated below based on redemption terms or availability (\$ in thousands):

Liquidity Terms as of June 30, 2017								
	Daily	Monthly	Quarterly	Semi-Annual	Annual	Illiquid	Total	Redemption Notice Period
Endowment and similar investments – campuses								
Money market	\$ 13,694	\$ –	\$ –	\$ –	\$ –	\$ –	\$ 13,694	Same day
Global fixed income	47,079	–	–	–	–	–	47,079	Same day
Inflation hedging assets	8,041	9,593	–	–	–	–	17,634	1-30 days
International equity	53,145	42,996	–	–	–	–	96,141	1-30 days
Domestic equity	106,689	–	50,323	–	–	–	157,012	1-60 days
Hedge funds:								
Equity Hedge	13,974	–	–	6,243	24,137	125	44,479	1-60 days, Illiquid
Event-Driven	–	–	16,460	13,254	–	61	29,775	60-65 days, Illiquid
Fund of Funds	–	–	21,278	–	34,772	590	56,640	65-91 days, Illiquid
Distressed/Restructuring	–	–	–	–	12,236	–	12,236	90 days
Private equity and non-marketable real assets	–	–	–	–	–	23,280	23,280	Illiquid
Funds held in trust	–	–	–	–	–	16,192	16,192	Illiquid
Total endowment and similar investments – campuses	<u>\$242,622</u>	<u>\$ 52,589</u>	<u>\$ 88,061</u>	<u>\$ 19,497</u>	<u>\$ 71,145</u>	<u>\$ 40,248</u>	<u>\$ 514,162</u>	
Endowment and similar investments–affiliated entities								
Money market	\$ 3,297	\$ –	\$ –	\$ –	\$ –	\$ –	\$ 3,297	Same day
Global fixed income	13,440	1,342	–	–	–	–	14,782	Same day
Inflation hedging assets	6,584	3,352	–	–	–	–	9,936	1-35 days
International equity	16,121	29,428	–	–	–	–	45,549	1-60 days
Domestic equity	39,131	–	32,982	–	–	–	72,113	1-60 days
Hedge funds:								
Equity Hedge	–	–	3,189	–	10,801	7,226	21,216	45-60 days, Illiquid
Distressed/Restructuring	–	–	16,379	–	9,696	–	26,075	45-90 days
Diversified	–	–	–	4,747	–	5,050	9,797	65-95 days, Illiquid
Private equity & non-marketable real assets	–	–	–	–	–	13,581	13,581	Illiquid
Total endowment and similar investments - affiliated entities	<u>\$ 78,573</u>	<u>\$ 34,122</u>	<u>\$ 52,550</u>	<u>\$ 4,747</u>	<u>\$ 20,497</u>	<u>\$ 25,857</u>	<u>\$ 216,346</u>	
Total endowment and similar investments	<u>\$321,195</u>	<u>\$ 86,711</u>	<u>\$ 140,611</u>	<u>\$ 24,244</u>	<u>\$ 91,642</u>	<u>\$ 66,105</u>	<u>\$ 730,508</u>	

As of June 30, 2017, UNHF had one equity hedge fund with lock-up periods for multiple share classes ranging from 2 to 17 months, one distressed hedge fund with a lock-up period set to expire in 13 months, and one diversified fund with a lock up period ending in 18 months. As of June 30, 2017, USNH had no funds in an active lock-up period. Hedge funds, private equity and real estate funds classified as illiquid have no ability to be redeemed. For USNH, of the 28 funds classified as illiquid, nine are currently in liquidation; five are expected to start liquidation within the next year; five are expected to start liquidation in 2 to 9 years, and nine currently have no expected liquidation dates. For UNHF, fourteen funds are classified as illiquid and are expected to be liquidated over the next 2 months to 14 years. As of June 30, 2017, USNH has three outstanding investment liquidation requests which have been

limited by the respective fund managers. Management of the fund in which USNH has the largest of these balances has approved a plan to fully liquidate all balances by the end of 2018. USNH's balance in that fund was \$482,000 and \$656,000 as of June 30, 2017 and 2016, respectively. Plans have not been communicated for the remaining two funds. USNH's balance in the remaining funds totaled \$233,000 and \$246,000 as of June 30, 2017 and 2016, respectively. The fair values based on 6/30 NAV of all three investments at June 30, 2017 and 2016 are \$714,000 and \$901,000, respectively. It is uncertain when, or if, the funds will be fully collected at the NAV recorded. Unfunded commitments with various private equity and similar alternative investment funds totaled \$15,351,000 for USNH and \$17,421,000 for UNHF at June 30, 2017. This compares to \$15,839,000 and \$21,550,000, respectively, at June 30, 2016.

Liquidity Terms as of June 30, 2016								
	Daily	Monthly	Quarterly	Semi-Annual	Annual	Illiquid	Total	Redemption Notice Period
Endowment and similar investments – campuses								
Money market	\$ 8,653	\$ –	\$ –	\$ –	\$ –	\$ –	\$ 8,653	Same day
Global fixed income	24,052	–	–	–	–	–	24,052	Same day
International equity	36,722	47	–	–	–	–	36,769	1-10 days
Inflation hedging assets	43,771	35,699	–	–	–	–	79,470	1-30 days
Domestic equity	103,401	–	39,505	–	–	–	142,906	1-60 days
Hedge funds:								
Equity Hedge	12,064	–	–	5,170	23,166	110	40,510	1-60 days, Illiquid
Event-Driven	–	–	15,189	11,956	–	61	27,206	60-65 days, Illiquid
Fund of Funds	–	–	20,058	–	31,956	791	52,805	65-91 days, Illiquid
Distressed/Restructuring	–	–	–	–	10,388	–	10,388	90 days
Private equity and non-marketable real assets	–	–	–	–	–	21,541	21,541	Illiquid
Funds held in trust	–	–	–	–	–	15,119	15,119	Illiquid
Total endowment and similar investments – campuses	<u>\$228,663</u>	<u>\$ 35,746</u>	<u>\$ 74,752</u>	<u>\$ 17,126</u>	<u>\$ 65,510</u>	<u>\$ 37,622</u>	<u>\$ 459,419</u>	
Endowment and similar investments–affiliated entities								
Money market	\$ 9,205	\$ –	\$ –	\$ –	\$ –	\$ –	\$ 9,205	Same day
Global fixed income	11,009	1,261	–	–	–	–	12,270	Same day
International equity	13,772	23,566	–	–	–	–	37,338	1-10 days
Inflation hedging assets	6,686	3,681	–	–	–	–	10,367	1-35 days
Domestic equity	36,262	–	27,533	–	–	–	63,795	1-60 days
Hedge funds:								
Equity Hedge	–	–	–	6,839	9,859	–	16,698	45-60 days
Distressed/Restructuring	–	–	13,952	–	7,280	–	21,232	45-90 days
Diversified	–	–	230	4,800	7,961	–	12,991	65-95 days
Private equity & non-marketable real assets	–	–	–	–	–	11,994	11,994	Illiquid
Total endowment and similar investments - affiliated entities	<u>\$ 76,934</u>	<u>\$ 28,508</u>	<u>\$ 41,715</u>	<u>\$ 11,639</u>	<u>\$ 25,100</u>	<u>\$ 11,994</u>	<u>\$ 195,890</u>	
Total endowment and similar investments	<u>\$ 305,597</u>	<u>\$ 64,254</u>	<u>\$116,467</u>	<u>\$ 28,765</u>	<u>\$ 90,610</u>	<u>\$ 49,616</u>	<u>\$ 655,309</u>	

5. Property and equipment

Property and equipment activity for the years ended June 30, 2017 and 2016 is summarized as follows (\$ in thousands):

	2016			2017		
	Balance June 30, 2015	Additions	Retirements & Changes	Balance June 30, 2016	Additions	Balance June 30, 2017
Land	\$ 15,789	\$ 2	\$ (11)	\$ 15,780	\$ 85	\$ 15,865
Buildings and improvements	1,555,154	68,199	(30,262)	1,593,091	96,333	1,680,661
Equipment	118,717	12,894	(8,524)	123,087	12,603	132,615
Construction in progress, net	67,490	119,567	(68,700)	118,357	94,894	116,833
Total property and equipment	<u>1,757,150</u>	<u>200,662</u>	<u>(107,497)</u>	<u>1,850,315</u>	<u>203,915</u>	<u>1,945,974</u>
Less: accumulated depreciation	<u>(747,565)</u>	<u>(59,919)</u>	<u>34,220</u>	<u>(773,264)</u>	<u>(62,942)</u>	<u>(826,346)</u>
Property and equipment, net	<u>\$ 1,009,585</u>	<u>\$ 140,743</u>	<u>\$ (73,277)</u>	<u>\$ 1,077,051</u>	<u>\$ 140,973</u>	<u>\$ 1,119,628</u>

Contractual obligations for major construction projects totaled approximately \$26,794,000 and \$63,702,000 at June 30, 2017 and 2016, respectively.

6. Accrued employee benefits

Accrued employee benefit obligations at June 30 are summarized below (\$ in thousands):

	2016			2017			Balance June 30, 2017	Current Portion
	Balance June 30, 2015	Payments to/ on Behalf of Participants	Expenses & Other Changes	Balance June 30, 2016	Payments to/ on Behalf of Participants	Expenses & Other Changes		
Operating Staff Retirement Plan	\$ 6,545	\$ (610)	\$ 410	\$ 6,345	\$ (590)	\$ (5,755)	\$ –	\$ –
Additional retirement program	3,377	(116)	(308)	2,953	(455)	(175)	2,323	455
Employee separation incentives	7,611	(4,578)	9,315	12,348	(8,977)	923	4,294	2,763
Long-term disability	2,777	(583)	423	2,617	(571)	320	2,366	571
Workers' compensation	4,161	(1,106)	846	3,901	(1,089)	1,388	4,200	1,089
Compensated absences	19,377	(2,099)	2,958	20,236	(2,689)	3,219	20,766	2,000
Other benefits	363	–	112	475	–	161	636	529
Total accrued employee benefits	\$ 44,211	\$ (9,092)	\$ 13,756	\$ 48,875	\$ (14,371)	\$ 81	\$ 34,585	\$ 7,407

The Operating Staff Retirement Plan has been closed to new participants since 1987. At June 30, 2017 there were approximately 190 current annuitants and 35 participants with deferred benefits, all fully vested. This compares to 197 current annuitants and 47 participants with deferred benefits as of June 30, 2016. On June 29, 2017, USNH created and fully funded a trust to hold assets set aside for operating staff retirement obligations. Accordingly, USNH applied GASB Statement No. 68, *Accounting and Reporting for Pensions*, for its June 30, 2017 financial statements. Fiscal year 2016 balances and activities have not been restated to reflect this application based on immateriality. The determination of total pension liability for this program was based on the last biennial actuarial valuation calculation dated June 30, 2017, and was developed using the Entry Age Normal Cost Method. The RP-2016 employee mortality tables with Scale MP-2016 and single discount rate of 5.5% based on long term expected rate of investment return was used in determining the 2017 actuarial accrued liabilities. A discount rate of 7.5% and the RP-2014 employee mortality table with Scale MP-2014 were used for the 2016 calculations. The actuarially-determined liability for the program was \$5,707,000 and \$6,345,000 for June 30, 2017 and 2016, respectively. The plan fiduciary net position was \$6,700,000 as of June 30, 2017 which resulted in the recording of a net pension asset of \$993,000. The trust assets were held in cash and classified in Level 1 of the GASB fair value hierarchy as of June 30, 2017. If the discount rate were to increase by 1%, the net pension asset at June 30, 2017 would be \$1,386,000. Similarly, if the discount rate were to decrease by 1%, the net pension asset at June 30, 2017 would be \$526,000. The operating staff retirement program pension expense was \$317,000 and \$66,000 for fiscal years 2017 and 2016, respectively.

The Additional Retirement Contribution Program is a single employee plan administered by USNH and offered to eligible employees hired between July 1, 1994 and June 30, 2011. Under this plan, staff meeting certain voluntary defined benefit plan contribution levels receive an additional 1% of their salary contributed to their defined contribution retirement plan (see below) by USNH in lieu of postretirement medical benefits. Employees meeting certain service guidelines prior to July 1, 1994 are also eligible for a guaranteed minimum employer retirement contribution of \$10,000 plus an additional \$1,000 for each year of service in excess of 20 less 1% of the participant's salary account. There were 386 and 407 active employees meeting the requirements for the guaranteed minimum employer contribution as of June 30, 2017 and 2016, respectively.

USNH adopted GASB Statement No. 73, *Accounting and Reporting for Pensions and Related Assets That Are Not within the Scope of GASB Statement No. 68*, for its June 30, 2017 financial statements. Fiscal year 2016 balances and activities have not been restated to reflect this adoption based on immateriality. USNH accrued \$2,323,000 and \$2,953,000 at June 30, 2017 and 2016, respectively, for the related obligations. The calculations for the Additional Retirement Contribution program are based on the benefits provided by the program at the time of the last biennial actuarial valuation, December 31, 2016, and were developed using the Entry Age Normal Cost Method. The discount rate used in determining the actuarial accrued liabilities was 3.78% for 2017 and is based on Bond Buyer Go 20-Year Municipal Bond Index as of the measurement date. The discount rate used in 2016 was 2.25% based on expected related earnings at the time. Inflation and salary increase rates of 3% were used to determine the liability along with the RP-2014 employee Mortality Table. If the discount rate were to increase by 1%, the total liability at June 30, 2017 would be \$2,234,000. Similarly, if the discount rate were to decrease by 1%, the total liability at June 30, 2017 would be \$2,412,000. The Additional Retirement Contribution program expense was \$81,000 and \$153,000 for fiscal years 2017 and 2016, respectively.

USNH had designated cash assets to fully fund the Additional Retirement Contribution obligations at June 30, 2017 and 2016. These assets are not administrated through a trust. The Additional Retirement Contribution program is not available to employees hired after June 30, 2011. Eligible employees hired after June 30, 2011 may elect to participate in USNH's defined contribution retirement plans administered by others. Retirement contributions by USNH for employees enrolled in the defined contribution plans range from 4% to 10% of eligible salaries for enrolled participants. USNH additions to the defined contribution plans totaled \$26,283,000 and \$26,375,000 in 2017 and 2016, respectively. Retirement contributions by plan members totaled \$28,771,000 and 25,735,000 in 2017 and 2016, respectively.

Early retirement and employee separation incentive programs were provided to various faculty and staff during 2017 and 2016. Such incentives include stipends, as well as medical, educational and other termination benefits. The net present value of future costs associated with these incentive options is accrued as of the date of acceptance into the program. The liability balances of \$4,294,000 and \$12,348,000 at June 30, 2017 and 2016 represent obligations for 94 and 271 participants, respectively, which will be remitted in fiscal years 2018 through 2021.

USNH sponsors other benefit programs for its employees, including long-term disability, workers' compensation, and compensated absences. Long-term disability payments are provided through an independent insurer. The associated medical benefits are accrued and paid by USNH until age 65, at which point the postretirement medical plan takes over, if applicable. Workers' compensation accruals include amounts for medical costs and annual stipends. A small number of chronic workers' compensation cases will require stipends and regular employee medical benefits for life. Coverage for such claims is provided through an independent insurer. USNH also accrues amounts for compensated absences as earned. These accrued balances at June 30 represent vacation and earned time amounts payable to employees upon termination of employment.

USNH is self-insured for a portion of certain risks, including workers' compensation, employee long-term disability, and certain student health insurance claims. Most employee and retiree medical and dental coverage provided by USNH is also self-insured. The costs of self-insured medical and dental claims and administrative fees totaled \$56,649,000 and \$59,627,000 for fiscal year 2017 and 2016, respectively. These amounts include \$5,572,000 and \$6,575,000 for estimated claims incurred but not reported as of June 30, 2017 and 2016, respectively. In conjunction with the primary medical plan offering for active employees, USNH purchases stop-loss coverage which limits the USNH cost of claims to \$500,000 per participant in most cases. The liabilities recorded in the financial statements for all USNH self-insured programs are developed by third party claim administrators and based on historical claims data. Management reviewed the calculations for reasonableness and believes the liabilities are sufficient to cover the actual claims incurred.

The UNH School of Law currently maintains separate medical and retirement programs for its faculty and staff which are administered by third party providers. In accordance with terms of the integration agreement, employees under these plans will be migrated to the USNH primary plans over the next few years. The USNH Board of Trustees holds authority to change individual programs or terms of employee benefit offerings at any time.

7. Postretirement medical benefits

The primary defined benefit postretirement medical plan has two components. The first offering known as the Medicare Complementary Plan (MCP), was optional for full-time status employees hired before July 1, 1994 and not offered to new employees after that date. At January 1, 2017 and 2016, respectively, there were 798 and 956 former employees receiving benefits under this program along with their dependents. As of January 1, 2017 and 2016, respectively, there were 202 and 232 active employees who, along with their dependents, may eventually be eligible to receive benefits under this program. The MCP provides limited medical coverage for the remaining life of the participants. There are no costs to participate in the plan, but retirees must pay a portion of the actual costs of services rendered.

Employees hired on July 1, 1994 or later are eligible for the current offering which provides bridge coverage only for retirees aged 62-65. Retired employees must have reached age 62, completed at least 10 years of benefits eligible service, participated in the active retirement plans during their last 10 years of service, and participated in USNH's active medical plan at the time of retirement in order to be eligible for the plan. Retirees contribute to the current plan at then-current employee medical rates during the bridge period. As of January 1, 2017 and 2016, respectively, there were 125 and 146 retirees receiving benefits under this program along with their dependents. As of January 1, 2017 and 2016, respectively, there were also 3,687 and 3,913 active employees who, along with their dependents, may eventually be eligible to receive benefits under this program.

Together, the above offerings constitute the primary post-retirement medical plan. This is a single-employer plan and funded on a pay-as-you-go basis with benefits paid when due. Third party actuaries are used to determine the postretirement benefit obligation and annual expense amounts. Actuarial calculations reflect a long-term perspective. By definition such calculations involve estimates and, accordingly, are subject to revision. The healthcare cost trend and discount rate assumptions have a significant effect on the amounts reported. For measurement purposes the 2017 initial rate of increase in the cost of healthcare services was assumed to be 7.0% for participants and decreasing 0.5% each year thereafter until reaching an ultimate rate of 4.5% per year. The initial increase in the cost of prescriptions was assumed to be 10.0% for 2017 and decreasing by 0.5% each year thereafter to an ultimate rate of 4.5% per year. The discount rate used in determining the actuarial accrued liability was 2.5% for 2016 and 2017. The actuarially determined postretirement benefit expense for the plan was \$7,516,000 and \$8,721,000 for June 30, 2017 and 2016, respectively. These calculations are based on the benefits provided by the plan at the time of the last biennial plan valuation, December 31, 2016, and were developed using the Projected Unit Credit Cost Method. The primary postretirement medical plan holds no assets. USNH accrued \$56,166,000 and \$55,332,000, respectively, for obligations of the plan as of June 30, 2017 and 2016.

Total annual other postemployment benefit (OPEB) costs for the primary post-retirement medical plan for the years ended June 30, 2017 and 2016, and the liability as of June 30, 2017 and 2016 included the following components (*\$ in thousands*):

	2017	2016
Annual required contribution	\$ 13,886	\$ 14,422
Interest on net OPEB obligation	1,383	1,334
Adjustment to annual required contribution	(8,417)	(9,193)
Annual OPEB cost	6,852	6,563
Claims paid	(6,018)	(4,578)
Increase in net OPEB obligation	834	1,985
Net OPEB obligation at beginning of year	55,332	53,347
Net OPEB obligation at end of year	<u>\$ 56,166</u>	<u>\$ 55,332</u>
Current portion	<u>\$ 6,018</u>	<u>\$ 6,736</u>

USNH also accrued \$103,000 and \$347,000 as of June 30, 2017 and 2016, respectively, for potential obligations related to postretirement care of certain USNH police personnel. The USNH Board of Trustees holds the authority to change these benefit plans at any time.

8. Long-term debt

USNH long-term debt activity, exclusive of deferred losses or gains on refunding, for the years ended June 30, 2017 and 2016 is summarized below (\$ in thousands):

	2016				2017			
	Balance June 30, 2015	Additions & Other Changes	Retirements	Balance June 30, 2016	Additions & Other Changes	Retirements	Balance June 30, 2017	Current Portion
NHHEFA bonds								
Series 2005A	\$ 53,500	\$ –	\$ (1,750)	\$ 51,750	\$ –	\$ (1,650)	\$ 50,100	\$ 1,900
Series 2005B	81,865	–	(4,165)	77,700	–	(4,295)	73,405	4,450
Series 2006B-2	2,925	–	(1,425)	1,500	–	(1,500)	–	–
Series 2007	46,570	–	–	46,570	–	–	46,570	–
Series 2009A	84,045	–	(25,000)	59,045	–	–	59,045	–
Series 2011A	6,000	–	–	6,000	–	–	6,000	–
Series 2011B	37,780	–	(1,750)	36,030	–	(1,830)	34,200	1,925
Series 2012	18,000	–	(2,735)	15,265	–	(2,815)	12,450	2,930
Series 2014	21,760	–	(1,955)	19,805	–	(2,030)	17,775	2,070
Series 2015	116,970	–	–	116,970	–	(1,100)	115,870	2,610
Series 2016	–	53,890	–	53,890	–	–	53,890	1,675
Unamortized discounts/premiums, net	19,333	5,494	(1,127)	23,700	–	(1,450)	22,250	1,449
Capital leases	11,727	–	(953)	10,774	149	(1,013)	9,910	1,055
Total bonds and leases	<u>\$ 500,475</u>	<u>\$ 59,384</u>	<u>\$ (40,860)</u>	<u>\$ 518,999</u>	<u>\$ 149</u>	<u>\$ (17,683)</u>	<u>\$ 501,465</u>	<u>\$ 20,064</u>

New Hampshire Health and Education Facilities Authority (NHHEFA) Bonds

NHHEFA is a public body corporate and an agency of the State of New Hampshire whose primary purpose is to assist New Hampshire not-for-profit educational and health care institutions in the construction and financing (or refinancing) of related facilities. NHHEFA achieves this purpose primarily through the issuance of bonds. Since 1989 all USNH bonds have been issued through NHHEFA. None of USNH's NHHEFA bonds provide for a lien or mortgage on any property. USNH is obligated under the terms of the NHHEFA bonds to make payments from revenues received from certain housing, dining, union, recreational, and other related revenue generating facilities financed by the bonds. The state is not liable for the payment of principal or interest on the NHHEFA bonds, nor is the state directly, indirectly or contingently obligated to levy or pledge any form of taxation whatsoever or to make any appropriation for their payment. Management believes they are in compliance with all covenants specified in the NHHEFA bonds agreements, the most restrictive of which is maintenance of a debt-service coverage ratio, as defined, of at least 1.0 to 1.0.

USNH's bond portfolio at June 30, 2017 consisted of fixed rate and variable rate issues. The variable rate demand bonds (Series 2005A, 2005B, 2011B) are fully hedged via interest rate swap agreements (see Note 9 below), with all three issues supported by standby bond purchase agreements as of June 30, 2017. Series 2011B was supported by self-liquidity as of June 30, 2015 and, accordingly, the entire balance was categorized in total as a current liability at that time. The variable interest rates for the Series 2005A, 2005B and 2011B Bonds at June 30, 2017 and 2016 were 0.73% and 0.36% respectively.

USNH issued the Series 2016 Bonds in the amount of \$53,890,000 to defease a portion of the Series 2009A Bonds (\$25,000,000), and fund a new student housing development (\$32,715,000) during the year ended June 30, 2016. During the year ended June 30, 2015, USNH issued Series 2015 Bonds in the amount of \$116,970,000 to defease a portion of the Series 2006B-2 Bonds (\$48,325,000), and fund student housing, dining and recreation facility projects at the three residential campuses (\$71,865,000). Construction proceeds of \$10,718,000 and \$56,584,000 were unspent as of June 30, 2017 and June 30, 2016, respectively, and held in reserve in accordance with the related debt agreements. The related investments are classified in Level 1 of the GASB fair value hierarchy because the underlying securities held by the bond trustee are valued based on quoted market prices. The Series 2009A refunding proceeds of \$25,379,000 were held in escrow in the principal payment investment account on June 30, 2016.

Maturity dates and interest terms of outstanding debt issues are summarized below:

NHHEFA Bonds	Maturity Date	Interest Terms and Rates
Series 2005A	7/1/2035	Variable with daily pricing
Series 2005B	7/1/2033	Variable with daily pricing
Series 2007	7/1/2018	Fixed at 5.1%
Series 2009A	Periodic Maturities*	Fixed at rates of 4.0-5.5%
Series 2011A	7/1/2021	Fixed at 5.0%
Series 2011B	7/1/2033	Variable with daily pricing
Series 2012	7/1/2020	Fixed at 1.7%
Series 2014	7/1/2024	Fixed at 2.0%
Series 2015	7/1/2045	Fixed at 3.8%
Series 2016	7/1/2046	Fixed at 2.7%

* 7/1/2020, 2023

Capital leases

On April 30, 2004, USNH entered into a capital lease agreement in the amount of \$18,292,000 to finance a portion of the costs of equipment housed in UNH's utility cogeneration facility. The related lease payments are due quarterly through June 2025, including principal as well as interest at a fixed rate of 4.5%. The carrying value of the related equipment was \$9,910,000 and \$10,774,000 as of June 30, 2017 and 2016, respectively.

State of NH general obligation bonds

The state, through acts of its legislature, provides funding for certain major plant facilities on USNH campuses. The state obtains its funds for these construction projects from general obligation bonds, which it issues from time to time. Debt service is funded by the general fund of the state, which is in the custody of the State Treasurer. The state is responsible for all repayments of these bonds in accordance with bond indentures. USNH facilities are not pledged as collateral for these bonds and creditors have no recourse to USNH. Accordingly, the state's debt obligation attributable to USNH's educational and general facilities is not reported as debt of USNH. As construction expenditures are incurred by USNH on state-funded educational and general facilities, amounts are billed to the state and recorded as State of New Hampshire capital appropriations.

Maturity of Long-term Debt Obligations

USNH Long-term debt obligations are scheduled to mature as follows using the associated fixed, estimated synthetic fixed, and expected variable rates in effect as of June 30, 2017 over the remaining terms of the individual issuances (\$ in thousands):

Fiscal Year	Principal	Interest	Total
2018	\$ 18,615	\$ 20,672	\$ 39,287
2019	66,512	19,886	86,398
2020	20,567	16,630	37,197
2021	50,594	15,987	66,581
2022	24,778	13,458	38,236
2023-2027	120,529	50,399	170,928
2028-2032	69,315	31,884	101,199
2033-2037	60,180	17,481	77,661
2038-2042	23,490	8,631	32,121
2043-2047	24,635	2,899	27,534
Plus: unamortized discounts/premiums, net	22,250	—	22,250
Total	\$ 501,465	\$ 197,927	\$ 699,392

9. Derivative instruments – interest rate swaps

USNH uses hedging derivatives to artificially fix interest rates on variable rate bonds outstanding. The terms and fair market value of swap contracts in place as of June 30, 2017 and 2016 were as follows (\$ in thousands):

	Effective Date	Termination Date	Payable Fixed Swap Rate	Receivable Variable Swap Rate	Notional Amount at June 30,		Swap Fair Value at June 30,	
					2017	2016	2017	2016
Series 2005A swap	October 29, 2008	July 1, 2035	3.6%	67% LIBOR	\$ 50,100	\$ 51,750	\$ (9,775)	\$ (13,709)
Series 2005B swap	August 1, 2005	July 1, 2033	3.1%	63% LIBOR+0.29%	73,405	77,700	(8,256)	(12,602)
Series 2011B swap	April 4, 2011	July 1, 2033	4.5%	67% LIBOR	34,200	36,030	(7,728)	(10,458)
Total					\$ 157,705	\$ 165,480	\$ (25,759)	\$ (36,769)

USNH utilized interest rate swap agreements with counterparties to effectively convert its variable rate debt to fixed rates. The swaps' fair values and changes therein are recognized in USNH's financial statements. Differences between the fixed and variable rates in effect at each interest due date are settled net under each swap, increasing or decreasing interest expense. The fair value of the swap instruments considers the estimated benefit or cost to the USNH to cancel the agreements as of the reporting dates, and is based on option pricing models that consider interest rates and other market factors, as well as the credit risks of the parties to the agreements. Interest rate volatility, remaining outstanding principal, and time to maturity will affect the swaps' fair values at subsequent reporting dates. The values were estimated using the zero-coupon discounting method. This method calculates the future payments required by the swap, assuming that the current forward rates implied by the yield curve are the market's best estimate of future spot interest rates. These payments are then discounted using the spot rates implied by the current yield curve for a hypothetical zero-coupon rate bond due on the date of each future net settlement payment. Because the swap fair values are based predominantly on observable inputs corroborated by market data, they are classified in Level 2 of the GASB fair value hierarchy. USNH intends to hold all swap contracts to maturity.

These derivative instruments meet the criteria established by GASB Statement No. 53 for effective hedges as of June 30, 2017 and 2016 and, therefore, their accumulated changes in fair value are reflected as deferrals on the Statements of Net Position. The notional amount of each swap is tied to the outstanding balance of the related bonds throughout the life of the swap. Under the terms of each swap, USNH makes fixed rate interest payments to the counterparty and receives a variable rate payment from the counterparty. USNH makes variable rate payments to bondholders on the related bonds. None of the derivatives require collateralization by USNH at any level of negative fair market value.

Risk Disclosure

Counterparty Risk – This is the risk that the counterparty will fail to perform under the terms of the swap agreement. As of June 30, 2017, USNH was exposed to no counterparty credit risk relative to its swaps as all swap market values were negative. The swaps require collateralization of any positive fair value of the swap should the counterparty's credit rating fall below thresholds identified in the swap contracts. USNH mitigates counterparty risk by spreading the swap exposure among various counterparties, by monitoring bond ratings continuously, and by requiring collateralization in certain circumstances.

Basis Risk – This is the risk of a mismatch between the variable rate received from the swap counterparty and the variable rate paid by USNH to bondholders on the underlying variable rate debt. The effective rate on the debt will vary depending on the magnitude and duration of any basis risk shortfall or surplus. Based on current and

historical experience, USNH's financial advisors expect payments received under the agreements to approximate the related bond payments over the life of the swaps. USNH manages basis risk by closely monitoring daily and monthly rates paid and received on each transaction, by diversifying bond remarketing agents, and by varying swap terms (e.g., 67% of LIBOR vs. 63% of LIBOR + 29 bps).

Termination Risk – This is the risk that the swaps could be terminated as a result of any of several events, which may include rating downgrades below specified levels for USNH or the swap counterparty; covenant violation; swap payment default or bankruptcy by either party; or default events under a bond resolution or trust indenture. Under the terms of each agreement, USNH has the option to terminate a swap at the fair market value at any time by providing notice to the counterparty, while the counterparty may only terminate the swap upon certain termination events. USNH manages termination risk by adhering to bond covenant requirements, employing strategic indicator targets to maintain financial strength, monitoring swap market values and counterparty credit ratings, and diversifying swap counterparties. Effective interest rates and other key terms of each derivative are described on the following page.

	Counterparty's Most Recent Credit Rating	Variable Interest Rates Paid and Received				Inception-To-Date		
		Interest Rate Paid by USNH to Bondholders as of		Interest Rate Received by USNH from Swap Counterparties as of		Effective Interest Rate Through		All-in Synthetically Fixed Interest
		6/30/2017	6/30/2016	6/30/2017	6/30/2016	6/30/2017	6/30/2016	
Series 2005A swap	Aa2/AA-	0.9%	0.4%	0.7%	0.3%	4.2%	3.6%	4.0%
Series 2005B swap	A1/A+	0.9%	0.4%	1.0%	0.6%	3.4%	2.9%	3.6%
Series 2011B swap	A3/BBB+	0.9%	0.4%	0.7%	0.3%	5.1%	4.5%	4.8%

Swap Cash Flows

Actual interest payments on the swaps vary as market rates vary. The table below shows estimated annual future cash flows of the derivative instruments if interest rates remain unchanged from June 30, 2017 through the end of each swap contract (\$ in thousands):

Fiscal Year	Notional Bonds Amortization	Estimated Interest Received	Estimated Interest and Fees Paid	Estimated Swap Net Outflows
2018	\$ 8,275	\$ (1,218)	\$ 5,331	\$ 4,113
2019	8,560	(1,147)	5,027	3,880
2020	8,720	(1,074)	4,718	3,644
2021	9,215	(997)	4,390	3,393
2022	9,385	(919)	4,056	3,137
2023-2027	45,435	(3,398)	15,135	11,737
2028-2032	41,875	(1,725)	7,807	6,082
2033-2036	26,240	(204)	993	789
Total	\$ 157,705	\$ (10,682)	\$ 47,457	\$ 36,775

10. Deferred inflows and outflows of resources

The components of Deferred Inflows and Outflows of Resources as of June 30, 2017 and 2016 were as follows (\$ in thousands):

	2017	2016
Deferred Outflows of Resources		
Accumulated decrease in fair value of hedging derivatives	\$ 25,759	\$ 36,769
Accounting loss on debt refinancing, net	7,308	7,783
Total Deferred Outflows of Resources	\$ 33,067	\$ 44,552
Deferred Inflows of Resources		
Deferred inflows of resources related to retirement	\$ 698	\$ –
Accounting gain on debt financing, net	1,508	1,879
Total Deferred Inflows of Resources	\$ 2,206	\$ 1,879

The accumulated decrease in fair value of hedging derivatives is recorded to offset the value of USNH's interest-rate swap liabilities which qualify for treatment as an effective hedge based on historic interest flows. USNH does not expect to terminate any of the swap agreements at this time. Deferred inflows of resources related to retirement consist of experience and assumptions gains that reduced the pension liability. These amounts will be recognized as a component of pension expense in future reporting periods. The accounting gain on debt refinancing relates to the Series 2005B, 2011B, and 2015 bond issuances while the accounting loss on debt refinancing relates to the Series 2009A, 2012 and 2016 bond issuances. These costs will be amortized as a component of interest expense over the remaining term of the new debt.

11. Pass-through grants

USNH distributed \$176,765,000 and \$181,980,000 of student loans through the US Department of Education Federal Direct Lending program during 2017 and 2016, respectively. These distributions and related funding sources are not included as expenses and revenues, or cash disbursements and cash receipts, in the accompanying financial statements. The Statements of Net Position include receivables of \$192,000 and \$1,337,000 as of June 30, 2017 and 2016, respectively, for direct loans disbursed in excess of US Department of Education receipts.

12. Endowment return used for operations

The objective of the annual spending formula for endowment return used for operations is to provide sustainable continued future support for ongoing programs at current levels assuming moderate inflation. To the extent that endowment yield is insufficient in any one year to meet the required spending distribution; accumulated net gains are utilized to fund the distribution. For the USNH pool, the distribution rate is established annually by the USNH Board of Trustees. The rate was 4.7% for 2017 and 4.5% for 2016 calculated as a percentage of the pool market value per unit as of December 31, 2015 and December 31, 2014 respectively. For the UNHF primary pool, the distribution rate was 5.2% and 5.3% for 2017 and 2016 calculated as a percentage of the average market value per unit for the previous twelve quarters. The components of endowment return used for operations for 2017 and 2016 are summarized below (\$ in thousands):

	2017	2016
Pooled endowment yield - campuses	\$ 6,252	\$ 5,238
Pooled endowment yield - affiliates	983	971
Trusts, life income and annuities yield	(114)	(91)
Gains utilized to fund distribution	19,700	20,507
Endowment return used for operations	\$ 26,821	\$ 26,625

13. Operating expenses by function

The following tables summarize USNH's operating expenses by functional classification for the past two years (\$ in thousands):

	Compensation	Supplies & Services	Utilities	Internal Allocations	Depreciation	2017 Total
Campuses – current funds						
Instruction	\$ 219,804	\$ 24,157	\$ 7	\$ –	\$ –	\$ 243,968
Auxiliary services	53,716	54,499	3,029	47,234	–	158,478
Research and sponsored programs	71,499	34,865	137	–	–	106,501
Academic support	51,782	23,107	37	247	–	75,173
Student services	29,533	14,503	11	(74)	–	43,973
Institutional support	45,678	15,483	68	(21,114)	–	40,115
Operations and maintenance	23,925	17,664	14,499	(26,247)	–	29,841
Fundraising and communications	12,813	7,258	–	3,247	–	23,318
Public service	7,487	1,821	–	–	–	9,308
Subtotal current funds	516,237	193,357	17,788	3,293	–	730,675
Campuses - other funds	(484)	15,567	161	(450)	62,942	77,736
Affiliated entities	4,943	929	–	(2,843)	–	3,029
Total	<u>\$ 520,696</u>	<u>\$ 209,853</u>	<u>\$ 17,949</u>	<u>\$ –</u>	<u>\$ 62,942</u>	<u>\$ 811,440</u>

	Compensation	Supplies & Services	Utilities	Internal Allocations	Depreciation	2016 Total
Campuses – current funds						
Instruction	\$ 225,411	\$ 25,358	\$ 2	\$ 507	\$ –	\$ 251,278
Auxiliary services	52,617	43,478	4,009	52,745	–	152,849
Research and sponsored programs	72,403	35,355	119	187	–	108,064
Academic support	52,807	22,870	19	462	–	76,158
Student services	28,681	13,680	15	(141)	–	42,235
Institutional support	44,890	13,865	66	(20,398)	–	38,423
Operations and maintenance	26,385	25,408	15,638	(33,685)	–	33,746
Fundraising and communications	12,497	5,506	–	3,237	–	21,240
Public service	8,324	1,985	–	234	–	10,543
Subtotal current funds	524,015	187,505	19,868	3,148	–	734,536
Campuses - other funds	(48)	14,146	18	(314)	59,919	73,721
Affiliated entities	4,536	921	–	(2,834)	–	2,623
Total	<u>\$ 528,503</u>	<u>\$ 202,572</u>	<u>\$ 19,886</u>	<u>\$ –</u>	<u>\$ 59,919</u>	<u>\$ 810,880</u>

14. Net position

Below details USNH's net position as of June 30, 2017 and 2016 (\$ in thousands):

	2017	2016
Net investments in capital assets	\$ 650,968	\$ 630,442
Restricted financial resources		
Nonexpendable		
Historic gift value of endowment - campuses	114,876	106,724
Historic gift value of endowment - affiliated entities	155,213	149,789
Total restricted nonexpendable resources	270,089	256,513
Expendable		
Held by campuses:		
Accumulated net gains on endowment	50,919	38,893
Fair value of restricted funds functioning as endowment	14,060	12,947
Gifts, grants and contracts	43,213	34,320
Life income and annuity funds	8	11
Loan funds	6,868	6,852
Held by affiliated entities:		
Accumulated net gains on endowment	35,507	22,512
Other	34,267	33,146
Total restricted expendable resources	184,842	148,681
Unrestricted financial resources		
Held by campuses:		
Education and general reserves	35,913	47,163
Auxiliary enterprises	42,320	41,868
Internally designated reserves	10,841	32,285
Unrestricted loan funds	1,495	1,646
Unexpended plant funds	127,057	111,421
Fair value of unrestricted funds functioning as endowment	163,253	122,203
Operating Staff Retirement Program Trust	993	—
Subtotal	381,872	356,586
Unfunded postretirement medical liability	(56,166)	(55,332)
Total unrestricted net assets held by campuses	325,706	301,254
Held by affiliated entities:		
Fair value of unrestricted funds functioning as endowment	1,280	501
Other	1,933	3,809
Total unrestricted financial resources	328,919	305,564
Total Net Position	\$ 1,434,818	\$ 1,341,200

In addition to the June 30, 2017 unexpended plant balance shown above, \$8,808,000 of internally designated reserves was approved for funding of campus capital projects. The largest of these projects is the Hamilton Smith building renovation and expansion project at UNH (\$6,234,000).

15. Commitments and contingencies

USNH holds insurance for losses related to real property, as well as professional, environmental and general liability claims. Property coverage is limited to \$100 million in the aggregate with varying deductible levels. Liability coverage and deductible levels are based on management's assessments of the risks of related losses. Settlements below the relevant deductible amounts are funded from unrestricted net position.

USNH makes expenditures in connection with restricted government grants and contracts, which are subject to final audit by government agencies. Management is of the opinion that the amount of disallowances, if any, sustained through such audits would not materially affect the financial position, results of operations, or cash flows of USNH.

USNH is a defendant in various legal actions arising out of the normal course of its operations. Although the final outcome of such actions cannot presently be determined, management is of the opinion that the eventual liability, if any, will not have a material effect on USNH's financial position, results of operations or cash flows.

16. Component units

Condensed information from the audited financial statements of the University of New Hampshire Foundation, Inc. (UNHF) is presented below (\$ in millions):

	2017	2016
Condensed information from the Statements of Net Position as of June 30,		
Endowment investments	\$ 209	\$ 188
Other assets	17	17
Total Assets	226	205
Annuities payable	3	2
Other liabilities	3	1
Total Liabilities	6	3
Total Net Position	\$ 220	\$ 202
Condensed information from the Statements of Revenues, Expenses and Changes in Net Position for the years ended June 30,		
Gifts and other support	\$ 23	\$ 27
Investment income	25	(6)
Total Revenues	48	21
Distributions to UNH	22	24
Administrative and other expenses	8	7
Total Expenses	30	31
Increase/(Decrease) in Net Position	\$ 18	\$ (10)
Condensed information from the Statements of Cash Flows for the years ended June 30,		
Receipts from gifts and other sources	\$ 16	\$ 17
Payments to UNH and suppliers	(23)	(26)
Net Cash Used in Operating Activities	(7)	(9)
Net cash provided by (used in) investing activities	5	6
Net cash provided by noncapital financing activities	5	3
Change in Cash and Equivalents	\$ 3	\$ —

A copy of the complete financial statements for UNHF can be obtained on their website at <https://www.unh.edu/give/financial-reports> or by contacting their Advancement Finance and Administration Office at (603) 862-1584.

17. Subsequent events

Management has evaluated the impact of subsequent events through October 23, 2017, which is the date that the financial statements were available for issuance, and concluded that no material events have occurred which would require recognition or disclosure.

Required Supplemental Information

(Unaudited)

Postretirement Medical Plan

Schedules of Funding Progress for the year ended June 30, 2017 (\$ in thousands):

Actuarial Valuation* Date	Actuarial Value of Assets (a)	Actuarial Accrued Liability (AAL) (b)	Unfunded AAL (UAAL) (c)	Funded Ratio (a)/(b)	Covered Payroll (d)	UAAL as a % of Covered Payroll (c)/(d)
December 31, 2016	–	\$ 111,913	\$ 111,913	–	\$ 227,918	49%
December 31, 2014	–	129,717	129,717	–	229,211	57%
July 1, 2013	–	52,231	52,231	–	224,139	23%
July 1, 2011	–	50,876	50,876	–	219,357	23%

* Third party actuaries are used to determine these amounts on a biennial basis.

Operating Staff Retirement Plan

Schedules of Changes in Total Pension Liability for the year ended June 30, 2017 (\$ in thousands):

	2017
Total Pension Liability	
Service Cost	\$ 20
Interest	298
Benefit payments*	(956)
	<hr/>
Net change in total pension liability	(638)
Total pension liability at beginning of year	<hr/> 6,345
Total pension liability at end of year	<u>\$ 5,707</u>
Covered payroll	\$ 1,007
Net Pension Asset as a Percentage of Covered Payroll	98.6%
Plan Fiduciary Net Position as a Percentage of the Total Pension Liability	117.4%
Plan Fiduciary Net Position	
Employer contributions	\$ 6,700
Net investment income	–
Benefit payments	–
Fiduciary net position	<hr/> \$ 6,700
Total pension liability	<hr/> (5,707)
Net Pension Asset	<u>\$ 993</u>

* Reflects payments and other adjustments made before the establishment of the trust on 6/26/17.

Additional Retirement Contribution Program

Schedule of Changes in Total Pension Liability for the year ended June 30, 2017 (\$ in thousands):

	2017
Total Pension Liability	
Service Cost	\$ 103
Interest	118
Benefit payments	(518)
Differences between expected and actual experience	(328)
Changes of assumptions	<hr/> (5)
Net change in total ARC obligation	(630)
Total ARC obligation at beginning of year	<hr/> 2,953
Total ARC obligation at end of year	<u>\$ 2,323</u>
Current portion	<hr/> \$ 455
Covered payroll	\$ 29,409
Total Pension liability as a Percentage of Covered Payroll	7.9%

See accompanying independent auditor's report.

University System of New Hampshire

As of September 1, 2017

Board of Trustees

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ex officio Governor, State of New Hampshire,
Concord, NH

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Wallace R. Stevens (2011-2021)
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Interim President, KSC, Keene, NH

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President, Plymouth State University

Mark W. Huddleston
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Mark Rubinstein
President, Granite State College

Melinda D. Treadwell
Interim President, Keene State College

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Vice Chancellor and Treasurer, USNH

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Vice President of Finance, Technology,
and Infrastructure, GSC

Karen L. Benincasa
Associate Treasurer, USNH

Tracy Claybaugh
Interim Vice President for Finance
and Administration, PSU

Christopher D. Clement
Vice President for Finance
and Administration, UNH

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University System Officers:

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Chief Human Resources Officer

Catherine A. Provencher
Vice Chancellor and Treasurer/CFO, USNH

Ronald F. Rodgers
General Counsel and Secretary of USNH

University of New Hampshire:

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Vice President for Finance and Administration

Victoria S. Dutcher
Vice President for Enrollment Management

Deborah Dutton
Vice President for Advancement
and Foundation

Nancy Targett
Provost and Vice President for Academic Affairs

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and Administration, PSU

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Interim Vice President for Student Affairs

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and Human Services

Jason R. Moran
Dean of Enrollment Management Affairs

Robyn E. Parker
Dean, College of Business Administration

Cynthia Vascak
Dean, College of Arts and Sciences

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Kemal Atkins
Vice President for Student Affairs and
Enrollment Management

William Seigh
Provost and Vice President for Academic Affairs

Granite State College:

Tara Payne
Vice President of Enrollment
Management

Lisa L. Shawney
Vice President for Finance and Administration

Scott Stanley
Provost and Vice President for Academic Affairs

University System of New Hampshire

5 Chenell Drive, Suite 301, Concord, NH 03301
603-862-1800 www.usnh.edu



Photo courtesy of Concord Housing + Redevelopment

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University System of New Hampshire
Fiscal Year 2018 Projections Analysis
Projection Type UNH_UNIT_PROJ, Iteration #7 with Comparative Iteration #6 Data

Campus Code(s) Selected (if any): 1

<i>in \$ millions</i>		Prior Year Orig All Funds Budget	Prior Year Final	Original All Funds Budget	Adjusted All Funds Budget	YTD Actual thru FSPD 08	YTD Commit- ments	Projec-tion Iteration 6	Projec-tion Iteration 7	Variance Iteration 7 v 6	Variance Iteration 7 v Orig Budget	Variance Iteration 7 v Prior Year Final
OM	Revenues											
A	Undergraduate net tuition	175.2	174.5	178.7	178.7	176.9	0.0	178.3	176.6	(1.7)	(2.2)	2.1
A	Graduate net tuition	20.2	19.5	21.8	21.2	20.3	0.0	19.8	20.5	0.7	(1.3)	1.0
A	Continuing ed net tuition	15.4	14.7	15.7	15.7	14.0	0.0	15.1	14.8	(0.3)	(0.9)	0.0
A	Student fees & other financial aid	11.9	14.5	15.8	15.8	15.9	0.0	16.3	16.0	(0.3)	0.2	1.5
	Net Tuition / Fees	222.8	223.2	232.1	231.4	227.2	0.0	229.5	227.9	(1.6)	(4.2)	4.6
A	State appropriations	55.3	55.3	55.3	55.3	36.9	0.0	55.3	55.3	0.0	0.0	0.0
A	Grants & contracts - direct	97.2	93.1	92.2	92.2	65.1	0.0	95.1	97.6	2.5	5.5	4.6
A	Grants & contracts - F&A recovery	19.4	19.4	19.1	19.4	12.6	0.0	19.7	19.8	0.1	0.7	0.4
A	Federal Pell grants	12.9	12.4	12.9	12.9	13.6	0.0	13.5	13.7	0.2	0.8	1.3
A	Operating investment income	4.3	4.4	6.5	6.5	4.4	0.0	6.6	6.6	(0.0)	0.1	2.2
A	Noncapital gifts	10.3	9.7	9.8	9.8	7.1	0.0	12.0	12.0	0.0	2.3	2.4
A	Endowment income used in operations	16.6	16.7	17.1	17.1	10.0	0.0	17.1	17.1	0.0	0.0	0.4
A	Sales of auxiliary services	153.4	149.2	153.0	152.6	142.9	0.0	150.4	149.4	(1.0)	(3.6)	0.2
A	Other operating revenue	22.6	23.8	22.8	23.0	15.4	0.0	22.5	22.2	(0.4)	(0.7)	(1.6)
	State capital appropriations	2.4	2.6	0.0	0.0	0.0	0.0				0.0	(2.6)
	Plant Gifts, Grants and Other Changes	1.4	5.1	4.1	4.1	1.8	0.0	3.4	3.7	0.3	(0.4)	(1.3)
	Endowment gifts	7.7	8.2	6.7	6.7	11.1	0.0	6.7	11.3	4.6	4.6	3.1
	Endowment return net of amount used	5.1	25.7	5.5	5.5	16.9	0.0	5.5	5.5	0.0	0.0	(20.3)
	Revenues excl Net Tuition / Fees	408.6	425.5	404.9	405.0	337.8	0.0	407.8	414.2	6.4	9.3	(11.3)
	Total Revenues	631.3	648.7	637.0	636.4	565.0	0.0	637.2	642.0	4.8	5.1	(6.7)
	Expenses, Allocations and Transfers											
B	Full benefits salaries & wages	225.2	222.4	229.0	227.0	153.6	77.6	233.2	232.1	(1.1)	3.1	9.7
B	Partial benefits salaries & wages	38.8	42.0	39.8	39.9	26.6	3.8	39.7	39.6	(0.1)	(0.2)	(2.4)
B	No benefits salaries & wages	22.1	21.6	23.0	22.8	14.8	3.7	21.8	22.5	0.8	(0.5)	0.9
B	Fringe benefits	90.0	90.1	93.8	93.0	63.3	31.3	96.5	96.5	0.0	2.8	6.5
	Employee Compensation	375.9	376.1	385.5	382.8	258.2	116.4	391.2	390.8	(0.4)	5.2	14.7
B	Supplies & services	147.4	143.9	142.0	142.1	125.9	59.9	147.1	144.4	(2.7)	2.4	0.6
B	Plant operations allocations	(0.0)	(0.0)	(0.0)	(0.0)	0.3	59.0	0.0	0.0	(0.0)	0.0	0.0
B	Central services allocations	6.6	6.5	6.9	6.9	4.6	4.4	6.9	6.9	0.0	0.0	0.4
B	Utilities	11.4	8.8	11.0	9.8	5.6	3.0	10.1	9.9	(0.2)	(1.1)	1.1
	Transfers for plant renovation & adaption	(0.0)	0.0	(0.0)	0.0	(0.0)	0.0	1.6	0.0	(1.6)	0.0	(0.0)
	Transfers for debt service	0.0	0.0	0.0	0.0	0.4	0.4	0.0	0.0	0.0	0.0	(0.0)
	Other transfers, net	1.2	1.2	1.9	1.8	0.3	0.0	(2.3)	(0.3)	2.0	(2.2)	(1.5)
B	Depreciation of plant and equipment	44.2	45.2	47.6	47.6	31.3	0.0	48.1	48.1	0.0	0.5	2.9

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University System of New Hampshire

Fiscal Year 2018 Projections Analysis

Projection Type UNH_UNIT_PROJ, Iteration #7 with Comparative Iteration #6 Data

Campus Code(s) Selected (if any): 1

<i>in \$ millions</i>		Prior Year Orig All Funds Budget	Prior Year Final	Original All Funds Budget	Adjusted All Funds Budget	YTD Actual thru FSPD 08	YTD Commit- ments	Projec-tion Iteration 6	Projec-tion Iteration 7	Variance Iteration 7 v 6	Variance Iteration 7 v Orig Budget	Variance Iteration 7 v Prior Year Final
OM												
B	Interest expense, net	10.0	10.0	8.1	8.1	5.3	0.0	8.1	8.1	0.0	0.0	(1.9)
B	Postretirement medical actuarial expense	0.8	0.8	0.9	0.9	0.6	0.0	0.9	0.9	0.0	0.0	0.1
	Exps, Alloc / Transfers excl Empl Comp	221.6	216.4	218.4	217.2	174.3	126.6	220.6	218.1	(2.4)	(0.3)	1.7
	Total Expenses, Allocations and Transfers	597.5	592.4	603.9	600.0	432.5	243.0	611.7	608.9	(2.9)	4.9	16.4
	Net Revenues (Expenditures)	33.8	56.3	33.0	36.4	132.5	(243.0)	25.5	33.2	7.7	0.2	(23.1)
A	Operating Revenues	614.7	607.1	620.7	620.2	535.3	0.0	621.6	621.5	(0.1)	0.9	14.4
B	Operating Expenses	596.3	591.2	602.0	598.2	431.8	242.7	612.4	609.1	(3.3)	7.1	17.9
	Net Operating Revenues	18.4	16.0	18.6	21.9	103.5	(242.7)	9.2	12.4	3.2	(6.2)	(3.5)
	Operating Margin	3.00%	2.63%	3.00%	3.54%	19.33%	#DIV/0	1.49%	2.00%	0.51%	-1.01%	-0.63%

Interim Report

Data First Forms

INTERIM REPORT FORMS GENERAL INFORMATION

Institution Name: University of New Hampshire

OPE ID: 00258900

		Annual Audit	
		Certified:	Qualified
		Yes/No	Unqualified
Financial Results for Year Ending:	6/30/2017	Yes	Unqualified
Most Recent Year			
1 Year Prior	06/30/16	Yes	Unqualified
2 Years Prior	06/30/15	Yes	Unqualified

Fiscal Year Ends on: 6/30 (month/day)

Budget / Plans

Current Year	06/30/18
Next Year	06/30/19

Contact Person: Christopher D. Clement

Title: UNH VP Finance & Admin

Telephone No: 603-862-2232

E-mail address: christopher.clement@unh.edu

Standard 1: Mission and Purposes

Attach a copy of the current mission statement.

Document	Website Location	Date Approved by the Governing Board
Institutional Mission Statement	https://www.unh.edu/president/mission	

Standard 2: Planning and Evaluation

Strategic Plans
PLANNING

Year approved by governing board	Effective Dates	Website location
2010	2010-2020; Refreshed in 2015	Refer to refreshed 2015 version: link below
2015	2015-2020	https://www.unh.edu/sites/default/files/departments/president/media/StrategicPlan_FINAL_052015.pdf
2020		

Other institution-wide plans*

Year completed	Effective Dates	Website location
2017	2017-2022	https://www.unh.edu/facilities/campus-planning
	2015-2020	Embedded in Strategic Plan: https://www.unh.edu/sites/default/files/departments/president/media/StrategicPlan_FINAL_052015.pdf
2017	2017-2022	https://wildcatsunh.sharepoint.com/sites/academics/accred/neasc/2018/Shared%20Documents/USNH%20Board_2017_09_18_UNH%20MY%20Plan_NEASC%20Excerpt.pdf
2016	2016-2017	https://wildcatsunh.sharepoint.com/sites/academics/accred/neasc/2018/Shared%20Documents/Forms/AllItems.aspx?viewid=c46f2869%2Def4e%2D483c%2D8b40%2D36831db5cc45&useFilter=1
	To be finalized 8/2018	Draft available by request
2015?	2016-2020	https://www.unh.edu/give/hear-us-roar

CELEBRATE 150 Campaign

Plans for major units (e.g., departments, library)*

College of Liberal Arts (COLA)		current	https://cola.unh.edu/mission
College of Life Sciences and Agriculture (COLSA)		current	https://wildcatsunh.sharepoint.com/w:/r/sites/academics/accred/neasc/2018/_layouts/15/WopiFrame.aspx?sourcedoc=%7BD985BC7C-C7D9-46FF-BF14-294A8B9F2C25%7D&file=COLSA%20StrategicPlan2016-2021.pdf
College of Engineering and Science (CEPS)		current	https://wildcatsunh.sharepoint.com/sites/academics/accred/neasc/2018/Shared%20Documents/Forms/AllItems.aspx?viewid=c46f2869%2Def4e%2D483c%2D8b40%2D36831db5cc45&id=%2F7B91030C0F-EE88-4E5C-8E08-822FEB2563AF%7D&file=UNH%20Innovation%20StrategicPlan2016-2021.pdf
College of Health and Human Services (CHHS)		current	https://chhs.unh.edu/strategic-planning
Peter T. Paul College of Business and Economics	2014	current	https://wildcatsunh.sharepoint.com/w:/r/sites/academics/accred/neasc/2018/_layouts/15/WopiFrame.aspx?sourcedoc=%7B1FC6965F-C6BD-4E48-94C8-B6525942C07E%7D&file=Paul%20College%20Business%20and%20Economics%20StrategicPlan2016-2021.pdf
Cooperative Extension	2016	2016-2021	https://extension.unh.edu/About/Strategic-Plan-2016-2021
Carsey School of Public Policy	2016	current	http://www.carseyannualreview.com/
EOS	6/1/2018	current	EOS-Wide Strategic Plan will be published in June 2018
EOS School of Marine Science and Ocean Studies NH Sea Grant	7/9/1905	2018-2021	https://wildcatsunh.sharepoint.com/sites/academics/accred/neasc/2018/Shared%20Documents/Forms/AllItems.aspx?viewid=c46f2869%2Def4e%2D483c%2D8b40%2D36831db5cc45&id=%2F7B91030C0F-EE88-4E5C-8E08-822FEB2563AF%7D&file=UNH%20Innovation%20StrategicPlan2016-2021.pdf
UNH Law		current	https://law.unh.edu/about/mission
UNH Manchester		current	https://wildcatsunh.sharepoint.com/w:/r/sites/academics/accred/neasc/2018/_layouts/15/WopiFrame.aspx?sourcedoc=%7B6B55EFBE-64BA-4A89-B735-96C506E423B2%7D&file=UNH%20Manchester%20StrategicPlan2016-2021.pdf
UNH Graduate School		current	http://www.gradschool.unh.edu/about_us.php#mission
UNH Library	2016	2016-2018	https://wildcatsunh.sharepoint.com/w:/r/sites/academics/accred/neasc/2018/_layouts/15/WopiFrame.aspx?sourcedoc=%7BE66EFF5D-5871-4805-94D0-65B88D040508%7D&file=Library%20StrategicPlan2016-2021.pdf
UNH Innovation		current	https://wildcatsunh.sharepoint.com/w:/r/sites/academics/accred/neasc/2018/_layouts/15/WopiFrame.aspx?sourcedoc=%7B91030C0F-EE88-4E5C-8E08-822FEB2563AF%7D&file=UNHInnovation%20StrategicPlan2016-2021.pdf
UNH Online (Distance Learning)	2017	2016-2017	https://wildcatsunh.sharepoint.com/sites/academics/accred/neasc/2018/Shared%20Documents/Forms/AllItems.aspx?id=%2Fsites%2Facademics%2Faccred%2Fneasc%2F2018%2FShared%20Documents%2FOnline%20Learning%20StrategicPlan2016-2021.pdf
Center for International Education and Global Engagement		current	https://www.unh.edu/global/global-engagement
Sustainability Institute Strategic Roadmap		current	https://sustainableunh.unh.edu/sites/sustainableunh.unh.edu/files/media/roadmap_objectives.pdf
Community, Equity and Diversity Strategic Plan	2010	2010-2020	https://wildcatsunh.sharepoint.com/sites/academics/accred/neasc/2018/Shared%20Documents/Forms/AllItems.aspx?viewid=c46f2869%2Def4e%2D483c%2D8b40%2D36831db5cc45&id=%2F7B91030C0F-EE88-4E5C-8E08-822FEB2563AF%7D&file=UNH%20Innovation%20StrategicPlan2016-2021.pdf

Academic program review

Program review system (colleges and departments). System last updated:
Program review schedule (UNH = every 10 years)

Academic Program Review document updated in 2017. All departments submit reviews to the college Dean's office and are uploaded to a BOX folder accessed by the Provost's office. We plan to make an electronic version available by request.
https://www.unh.edu/institutional-research/sites/default/files/docs/apr_schedule_updated_1-13-16.pdf

*Insert additional rows, as appropriate.

Standard 3: Organization and Governance
(Board and Internal Governance)

Please attach to this form:

1) A copy of the institution's organization chart(s).

<https://www.unh.edu/main/leadership>

If there is a "sponsoring entity," such as a church or religious congregation, a state system, or a corporation, describe and document the relationship with the accredited institution.

Name of the sponsoring entity	USNH
Website location of documentation of relationship	https://www.usnh.edu/

Governing Board

By-laws
Board members' names and affiliations

Website location
https://www.usnh.edu/legislature/usnh-charter-by-laws
https://www.usnh.edu/trustees

Please enter any explanatory notes in the box below

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[3002%2012%20HO%2028%2Epdf&parent=%2Fsites%2Facademics%2Faccres%2Fneasc%2F2018%2Fshared%20Documents](#)

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Standard 3: Organization and Governance (Locations and Modalities)

Campuses, Branches and Locations Currently in Operation (See definitions in comment boxes)

(Insert additional rows as appropriate.)

	Location (City, State/Country)	Date Initiated	Enrollment*		
			2 years prior (FY2015)	1 year prior (FY 2016)	Current year (FY 2017)
<input checked="" type="checkbox"/> Main campus	Durham, NH	1866	16,373	16,795	16,599
<input checked="" type="checkbox"/> Other principal campuses	Concord, NH (Law School)	2010	288	277	266
<input checked="" type="checkbox"/> Branch campuses (US)	Manchester, NH (UNHM)	?	1,490	1,400	1,359
<input checked="" type="checkbox"/> Other instructional locations (US)					
<input checked="" type="checkbox"/> Branch campuses (overseas)					
<input checked="" type="checkbox"/> Other instructional locations (overseas)					

Educational modalities

	Number of programs	Date First Initiated	Enrollment*		
			2 years prior (FY2015)	1 year prior (FY 2016)	Current year (FY 2017)
Distance Learning Programs					
Programs 50-99% on-line					
Programs 100% on-line DURHAM	9	2014	120	196	257
Programs 100% on-line LAW	4	2014	28	34	43
<input checked="" type="checkbox"/> Correspondence Education	0				
Low-Residency Programs	1	2015	7	98	33
Competency-based Programs	0				
Dual Enrollment Programs	1	2013	30	18	20
Contractual Arrangements involving the award of credit	0				

*Enter the annual unduplicated headcount for each of the years specified below.

Please enter any explanatory notes in the box below

Enrollment figures are those reported to IPEDS in the annual 12-Month Enrollment Survey. Headcounts are unduplicated within campus, but students who enrolled at more than one campus during that year would be included in the counts of each campus. Low-Residency program is Doctor of Nursing Practice.

Standard 4: The Academic Program
(Summary - Degree-Seeking Enrollment and Degrees)

Fall 2017 Enrollment* by location and modality, as of Census Date

Degree Level/ Location & Modality	Associate's	Bachelor's	Master's	Clinical doctorates (e.g., Pharm.D., DPT, DNP)	Professional doctorates (e.g., Ed.D., Psy.D., D.B.A.)	M.D., J.D., DDS	Ph.D.	Total Degree Seeking
Main Campus: Durham FT	168	12,458	825	0	0		395	12,626
Main Campus: Durham PT	17	204	589	0	11		156	221
UNH Law FT			11	0	0	209	0	220
UNH Law PT			1	0	0	1	0	2
UNH Manch FT	30	543	78	0	0		0	573
UNH Manch PT	16	122	85	0	3		0	138
Other Locations FT			0	0	0		0	0
Other Locations PT			0	0	0		0	0
Overseas Locations FT			0	0	0		0	0
Overseas Locations PT			0	0	0		0	0
Distance education FT*			100	0	0		0	100
Distance education PT			152	0	0		0	152
Correspondence FT			0	0	0		0	0
Correspondence PT			0	0	0		0	0
Low-Residency FT**			0	1	0		0	1
Low-Residency PT			0	34	0		0	34
Unduplicated Headcount Total	231	13,327	1,841	35	14	210	551	16,209
Total FTE	218.90	13,195.10						13,414.00
Enter FTE definition:***	*	*						
Degrees Awarded, Most Recent Year	90	2,902	765	1	2		62	2,992

Notes:

- 1) Enrollment numbers should include all students in the named categories, including students in continuing education and students enrolled through any contractual relationship.
- 2) Each student should be recorded in only one category, e.g., students enrolled in low-residency programs housed on the main campus should be recorded only in the category "low-residency programs."
- 3) Please refer to form 3.2, "Locations and Modalities," for definitions of locations and instructional modalities.

* For programs not taught in the fall, report an analogous term's enrollment as of its Census Date.

Please enter any explanatory notes in the box below

*Distance Education is defined as students enrolled in programs offered exclusively online.
**Low-Residency is defined as programs offered mostly on-line with students also attending classes on campus for a brief period of time.
Undergraduate FTE is determined by dividing the number of credits a part-time student is enrolled in by 12. (Those enrolled for 12 or more credits are counted as "1"). * Law numbers snapshotted as of 10/5/17, which is the snapshot date Law has to use for ABA AQ. All residential Law graduate programs (non-JD programs) in "Other Principal campus" Master's category. Law online Master's (LLM, interdisciplinary Masters) added into Distance Master's category. Law data entered using FT for JD = 12 credits or greater; FT for residential LLM. and interdisciplinary masters = 10 credits or greater; and FT for online students = 8 credits or greater.

Standard 4: The Academic Program
(Summary - Non-degree seeking Enrollment and Awards)

Fall 2017 Enrollment* by location and modality, as of Census Date

Degree Level/ Location & Modality	Title IV-Eligible Certificates: Students Seeking Certificates	Non-Matriculated Students	Visiting Students	Total Non- degree-Seeking	Total degree- seeking (from previous page)	Grand total
Main Campus: Durham FT	0	28	0	28	0	28
Main Campus: Durham PT	0	270	0	270		270
UNH Law FT	0		0	0		0
UNH Law PT	0		0	0		0
UNH Manch FT	0	3	0	3		3
UNH Manch PT	0	69	0	69		69
Other Locations FT	0		0	0		0
Other Locations PT	0		0	0		0
Overseas Locations FT	0		0	0		0
Overseas Locations PT	0		0	0		0
Distance education FT*	0		0	0		0
Distance education PT	0		0	0		0
Correspondence FT	0		0	0		0
Correspondence PT	0		0	0		0
Low-Residency FT**	0		0	0		0
Low-Residency PT	0		0	0		0
Unduplicated Headcount Total	0	370	0	370		370
Total FTE	0	224.27	0	224		224.27
Enter FTE definition:***	0	*	0			
Certificates Awarded, Most Recent Year	0					

Notes:

- 1) Enrollment numbers should include all students in the named categories, including students in continuing education and students enrolled through any contractual relationship.
- 2) Each student should be recorded in only one category, e.g., students enrolled in low-residency programs housed on the main campus should be recorded only in the category "low-residency programs."
- 3) Please refer to form 3.2, "Locations and Modalities," for definitions of locations and instructional modalities.

* For programs not taught in the fall, report an analogous term's enrollment as of its Census Date.

Please enter any explanatory notes in the box below

*Distance Education is defined as students enrolled in programs offered exclusively online.
 **Low-Residency is defined as programs offered mostly on-line with students also attending classes on campus for a brief period of time.
 ***Undergraduate FTE is determined by dividing the number of credits a part-time student is enrolled in by 12. (Those enrolled for 12 or more credits are counted as "1"). Graduate FTE is determined by dividing number of credits a part-time student is enrolled in by 9. (Those enrolled in 9 or more credits are counted as "1".)
 No Law School certificate or visiting student degree seeking enrollees as of 10/5/17 snapshot date (ABA AQ).

Standard 4: The Academic Program
(Headcount by DURHAM CAMPUS UNDERGRADUATE Program Type)

	3 Years Prior	2 Years Prior	1 Year Prior	Current Year	Next Year Forward (goal)
	(Fall 2014)	(Fall 2015)	(Fall 2016)	(Fall 2017)	(Fall 2018)
For Fall Term, as of Census Date					
Certificate	<u>0</u>	0	0	0	
Associate	<u>303</u>	294	223	185	
Baccalaureate	<u>12288</u>	12494	12430	12662	
Total Undergraduate	12,591	12,788	12,653	12,847	0

Standard 4: The Academic Program
(Headcount by GRADUATE Program Type -- Includes Manchester Campus graduate programs, enrolled)

	3 Years Prior	2 Years Prior	1 Year Prior	Current Year	Next Year Forward (goal)
	(Fall 2)	(Fall 2)	(Fall 2)	(Fall 2)	(Fall 2)
For Fall Term, as of Census Date					
Master's	<u>1493</u>	1538	1580	1577	
Doctorate	<u>504</u>	509	542	586	
First Professional	<u>13</u>	15	9	14	
Other**	<u>36</u>	41	41	42	
Total Graduate	2,046	2,103	2,172	2,219	0

Standard 4: The Academic Program
(Credit Hours Generated at the DURHAM CAMPUS Undergraduate and Graduate Levels)

	3 Years Prior	2 Years Prior	1 Year Prior	Current Year	Next Year Forward (goal)
	(Fall 2014)	(Fall 2015)	(Fall 2016)	(Fall 2017)	(Fall 2018)
Durham Undergraduate	<u>210421</u>	<u>213836</u>	<u>210722</u>	<u>212711</u>	
Durham Graduate	<u>15563</u>	<u>16299</u>	<u>16593</u>	<u>17483</u>	
*Other Campuses	<u>158</u>	<u>128</u>	<u>76</u>	<u>80</u>	
Total	226,142	230,263	227,391	230,274	0

* Other includes courses not taught at a specefic campus.

Standard 4: The Academic Program
(Information Literacy sessions)

Main campus					
Sessions embedded in a class	253	252	289	132*	300
Free-standing sessions	n/a	0	14	20*	30
Branch/other locations					
Sessions embedded in a class	149	149	n/a	n/a	
Free-standing sessions	n/a	n/a	n/a	n/a	
Online sessions	n/a	n/a	n/a	n/a	
URL of Information Literacy Reports					

* So Far.

Please enter any explanatory notes in the box below

*Information Literacy numbers are specfic to only library work and for full year not just fall semester; To this point, records not kept by term. Univeristy has set goal for improved Information Literacy record keeping by academic units.

**Other for grad students indicates certificate degrees (PBACC).

Standard 5: Students
(Admissions, Fall Term, DURHAM CAMPUS)

Complete this form for each distinct student body identified by the institution (see Standard 5.1)

?

Credit Seeking Students Only - Including Continuing Education

Freshmen - Undergraduate

- Completed Applications
- Applications Accepted
- Applicants Enrolled
- % Accepted of Applied
- % Enrolled of Accepted
- Percent Change Year over Year
 - Completed Applications
 - Applications Accepted
 - Applicants Enrolled

3 Years Prior (FY 2014-15)	2 Years Prior (FY 2015-16)	1 Year Prior (FY 2016-17)	Current Year (FY 2017-18)	Goal (specify year) (FY 2018-19)
18,420	19,255	20,203	19,966	
14,740	15,137	15,326	15,275	
3,227	3,220	2,881	3,019	
80.0%	78.6%	75.9%	76.5%	-
21.9%	21.3%	18.8%	19.8%	-
na	4.5%	4.9%	-1.2%	-100.0%
na	2.7%	1.2%	-0.3%	-100.0%
na	-0.2%	-10.5%	4.8%	-100.0%

Average of statistical indicator of aptitude of enrollees: (define below)

Ave Combined SAT Score

Ave High School GPA

1171	1173	1178	1171	
3.4	3.4	3.5	3.5	

Transfers - Undergraduate

- Completed Applications
- Applications Accepted
- Applications Enrolled
- % Accepted of Applied
- % Enrolled of Accepted

1,433	1,473	1,569	1,520	
934	936	1,061	1,003	
500	521	587	544	
65.2%	63.5%	67.6%	66.0%	-
53.5%	55.7%	55.3%	54.2%	-

Master's Degree

- Completed Applications
- Applications Accepted
- Applications Enrolled
- % Accepted of Applied
- % Enrolled of Accepted

1,455	1,468	1,467	1,297	
969	1,017	1,001	965	
524	528	548	549	
66.6%	69.3%	68.2%	74.4%	-
54.1%	51.9%	54.7%	56.9%	-

First Professional Degree

- Completed Applications
- Applications Accepted
- Applications Enrolled
- % Accepted of Applied
- % Enrolled of Accepted

1	3	1	5	
1	3	1	5	
1	3	0	4	
100.0%	100.0%	100.0%	100.0%	-
100.0%	100.0%	0.0%	80.0%	-

Doctoral Degree

- Completed Applications
- Applications Accepted
- Applications Enrolled
- % Accepted of Applied
- % Enrolled of Accepted

504	527	542	545	
209	250	302	290	
72	101	114	113	
41.5%	47.4%	55.7%	53.2%	-
34.4%	40.4%	37.7%	39.0%	-

Please enter any explanatory notes in the box below

Two indicators of enrolled freshmen aptitude have been chosen: 1) Average combined SAT verbal & math scores, (line 19), and 2) Average high school GPA (line 20). □

Standard 5: Students
(Enrollment, Fall Term)

Complete this form for each distinct student body identified by the institution (see Standard 5.1)

?

Credit-Seeking Students Only - Including Continuing Education

		3 Years Prior (FY 2 014-15)	2 Years Prior (FY 2015-16)	1 Year Prior (FY 2016-17)	Current Year (FY 2017-18)	Goal (specify year) (FY 2018-19)
UNDERGRADUATE						
First Year	Full-Time Headcount	3,346	3,338	3,030	3,145	
	Part-Time Headcount	10	6	5	5	
	Total Headcount	3,356	3,344	3,035	3,150	0
	Total FTE					
Second Year	Full-Time Headcount					
	Part-Time Headcount					
	Total Headcount	0	0	0	0	0
	Total FTE					
Third Year	Full-Time Headcount					
	Part-Time Headcount					
	Total Headcount	0	0	0	0	0
	Total FTE					
Fourth Year	Full-Time Headcount					
	Part-Time Headcount					
	Total Headcount	0	0	0	0	0
	Total FTE					
Unclassified	Full-Time Headcount					
	Part-Time Headcount					
	Total Headcount	0	0	0	0	0
	Total FTE					
Total Undergraduate Students						
	Full-Time Headcount	3,346	3,338	3,030	3,145	0
	Part-Time Headcount	10	6	5	5	0
	Total Headcount	3,356	3,344	3,035	3,150	0
	Total FTE	0	0	0	0	0
% Change FTE Undergraduate		na	-	-	-	-
GRADUATE						
	Full-Time Headcount					
	Part-Time Headcount					
	Total Headcount					
	Total FTE					
% Change FTE Graduate		na	-	-	-	-
GRAND TOTAL						
Grand Total Headcount		3,356	3,344	3,035	3,150	0
Grand Total FTE		0	0	0	0	0
% Change Grand Total FTE		na	-	-	-	-

Please enter any explanatory notes in the box below

Standard 5: Students
(Financial Aid, Debt, Developmental Courses)

Complete this form for each distinct student body identified by the institution (see Standard 5.1)

? Where does the institution describe the students it seeks to serve?

--

	(FY 2013)	(FY 2014)	(FY 2015)
? Three-year Cohort Default Rate	2.1	2.2	2.3
? Three-year Loan repayment rate (from College Scorecard)	84%	83%	82%

3 Years Prior	2 Years Prior	Most Recently Completed Year	Current Year	Goal (specify year)
(FY 2015)	(FY 2016)	(FY 2017)	(FY 2018)	(FY 2019)

? Student Financial Aid

Total Federal Aid	\$105,764,416	\$105,720,484	\$102,881,237	\$103,128,340	\$104,737,910
Grants	\$15,526,465	\$15,719,018	\$15,042,577	\$16,546,454	\$18,207,099
Loans	\$85,838,265	\$85,608,240	\$83,604,389	\$82,237,177	\$82,072,703
Work Study	\$4,399,686	\$4,393,225	\$4,234,272	\$4,344,709	\$4,458,108
Total State Aid	\$1,307,224	\$1,360,761	\$1,434,916	\$1,603,761	\$1,744,090
Total Institutional Aid	\$76,097,783	\$80,321,710	\$83,437,576	\$94,765,425	\$96,186,906
Grants	\$76,097,783	\$80,321,710	\$83,437,576	\$94,765,425	\$96,186,906
Loans	\$0	\$0	\$0	\$0	\$0
Total Private Aid	\$42,554,792	\$47,424,687	\$49,896,096	\$48,139,022	\$49,953,863
Grants	\$7,740,873	\$7,523,295	\$6,317,572	\$6,555,631	\$6,802,778
Loans	\$34,813,919	\$39,901,393	\$43,578,524	\$41,583,390	\$43,151,085

Student Debt

Percent of students graduating with debt (include all students who graduated in this calculation)

Undergraduates	77%	77%	77%	71%	75%
Graduates	62%	65%	64%	39%	65%
First professional students	N/A	N/A	N/A	N/A	N/A

For students with debt:

Average amount of debt for students leaving the institution with a degree

Undergraduates	\$35,575	\$36,613	\$38,437	\$30,970	\$38,437
Graduates	\$46,872	\$40,706	\$30,258	\$32,157	\$37,824
First professional students	N/A	N/A	N/A	N/A	N/A

Average amount of debt for students leaving the institution without a degree

Undergraduates	N/A	N/A	N/A	N/A	N/A
Graduate Students	N/A	N/A	N/A	N/A	N/A
First professional students	N/A	N/A	N/A	N/A	N/A

Percent of First-year students in Developmental Courses (courses for which no credit toward a degree is granted)

English as a Second/Other Language					
English (reading, writing, communication skills)					
Math					
Other					

Please enter any explanatory notes in the box below

--



Standard 6: Teaching, Learning, and Scholarship
(Faculty by Category and Rank; Academic Staff by Category, Fall Term)

3 Years Prior	2 Years Prior	1 Year Prior	Current Year
(FY 2014)	(FY 2015)	(FY 2016)	(FY 2017)

? Number of Faculty by category

Full-time ¹	545	561	561	584
Part-time ¹	204	210	215	185
Adjunct	196	194	186	201
Clinical	57	64	70	70
Research	93	101	99	114
Visiting				1
Other; specify below:				
Instructor				
Total	1,095	1,130	1,131	1,155

Percentage of Courses taught by full-time faculty²

52%	53%	53%	56%
-----	-----	-----	-----

? Number of Faculty by rank, if applicable

Professor	246	252	248	231
Associate	262	263	263	261
Assistant	167	178	185	202
Instructor	1	2	2	2
Other; specify below:				
Postdoctoral Research/Teaching	31	40	42	51
Lecturer	192	201	205	206
Visiting Assistant Professor				1
Total	899	936	945	954

? Number of Academic Staff by category

Librarians	29	31	30	30
Advisors - Academic and Career	19	20	20	20
Instructional Designers	Included in "Computer, Engineering, and Science Staff" category			
Other; specify below:				
Library Technicians	25	24	25	23
Other Teaching and Instructional Support Staff ³	65	70	72	61
Computer, Engineering, and Science Staff ⁴	39	35	53	47
Administrative Support Staff ⁵	122	121	126	131
Total	299	301	326	312

Please enter any explanatory notes in the box below

¹ Part-time faculty are defined as those with an FTE of less than 1.0. Full-time and part-time faculty counts include teaching faculty with the ranks of professor, associate professor, assistant professor, and lecturer. Clinical and research faculty are not included in full and part-time counts. Headcounts are unduplicated within faculty category; however faculty who hold more than one appointment (e.g. Assistant and Adjunct) would be shown in both categories.

² Courses used to calculate percent of courses taught by full-time faculty include full-term credit-bearing courses but do NOT include courses in the following categories: exchange/study abroad, independent study, internships, supervised learning, thesis/dissertation research, labs, and courses without identifiable instructors.

³ "Other Teaching and Instructional Support Staff" includes staff such as laboratory supervisors, instructional laboratory specialists, coordinators of field experience, training/planning specialists, skills application teachers, subject field teachers, academic skills specialists, and educational and academic program coordinators.

Standard 6: Teaching, Learning, and Scholarship
(Appointments, Tenure, Departures, Retirements, Teaching Load Full Academic Year)

3 Years Prior		2 Years Prior		1 Year Prior		Current Year	
(FY 2014)		(FY 2015)		(FY 2016)		(FY 2017)	
FT	PT	FT	PT	FT	PT	FT	PT

? Number of Faculty Appointed

Professor	2		5	1	3	1	4	
Associate	2		2		1		4	1
Assistant	24		41	1	45		41	2
Instructor				1			1	
No rank	17		24		24		31	
Other - Lecturer		30		27	1	23	4	20
Total	45	30	72	30	74	24	85	23

? Number of Faculty in Tenured Positions

Professor	216	11	224	8	217	11	200	10
Associate	222	2	225	1	221	1	214	
Assistant								
Instructor								
No rank								
Other - Adjunct				2		1		1
Total	438	13	449	11	438	13	414	11

? Number of Faculty Departing

Professor	4		5		6	1	5	1
Associate	6		4	1	6		5	1
Assistant	5	7	14		13	3	8	
Instructor						1		
No rank	15		21		20		21	
Other - Lecturer		21		20		19		17
Total	30	28	44	21	45	24	39	19

? Number of Faculty Retiring

Professor	8	3	14	2	18	4	6	3
Associate	3	1	13		5	1	1	
Assistant								
Instructor								
No rank								
Other - Lecturer				2		2	1	4
Total	11	4	27	4	23	7	8	7

Please enter any explanatory notes in the box below

Faculty shown under "No rank" are post-doctoral research/teaching faculty. Adjunct faculty are not included in these figures. Part-time faculty are defined as those with FTE of less than 1.0. Departures and retirements represent faculty who were employed on November 1 of the fiscal shown but were not at UNH on November 1 of the following fiscal year.

Standard 7: Institutional Resources
(Headcount of Employees by Occupational Category)

For each of the occupational categories below, enter the data reported on the IPEDS Human Resources Survey (Parts B and D1) for each of the years listed.
 If your institution does not submit IPEDS, visit [this link](#) for information about how to complete this form:

	3 Years Prior			2 Years Prior			1 Year Prior			Current Year		
	(FY 2014)			(FY 2015)			(FY 2016)			(FY 2017)		
	FT	PT	Total	FT	PT	Total	FT	PT	Total	FT	PT	Total
Instructional Staff	31	19	50	19	28	47	20	26	46	19	30	49
Research Staff	1	1	2	9	0	9	7	0	7	7	0	7
Public Service Staff	0	0	0	0	0	0	0	0	0	0	0	0
Librarians	1	0	1	3	0	3	3	0	3	3	0	3
Library Technicians	6	1	7	2	0	2	2	0	2	2	0	2
Archivists, Curators, Museum staff	0	0	0	0	0	0	0	0	0	0	0	0
Student and Academic Affairs	0	0	0	1	0	1	0	0	0	0	0	0
Management Occupations	1	0	1	11	0	11	8	0	8	6	1	7
Business and Financial Operations	4	2	6	3	2	5	4	1	5	4	3	7
Computer, Engineering and Science	5	0	5	3	0	3	3	0	3	3	0	3
Community, Social Service, Legal, Arts, Design, Entertainment, Sports, and Media	1	0	1	3	0	3	3	0	3	3	0	3
Healthcare Practitioners and Technical	0	0	0	0	0	0	0	0	0	0	0	0
Service Occupations	9	1	10	0	0	0	0	0	0	0	0	0
Sales and Related Occupations	9	0	9	0	0	0	0	0	0	0	0	0
Office and Administrative Support	11	1	12	12	1	13	13	4	17	11	3	14
Natural Resources, Construction, Maintenance	4	2	6	2	1	3	1	0	1	2	0	2
Production, Transportation, Material Moving	0	0	0			0	0	0	0	0	0	0
Total	83	27	110	68	32	100	64	31	95	60	37	97

Please enter any explanatory notes in the box below

LAW ONLY

Standard 7: Institutional Resources
(Statement of Financial Position/Statement of Net Assets)

Fiscal Year ends - month & day: (6/30)		2 Years Prior (FY 2015)	1 Year Prior (FY 2016)	Most Recent Year (FY 2017)	Percent Change	
					2 yrs-1 yr prior	1 yr-most recent
	ASSETS (in 000s)					
	CURRENT ASSETS					
?	CASH, CASH EQUIVALENTS AND OPERATING INVESTMENTS	\$225,246	\$236,785	\$247,679	5.1%	4.6%
?	ACCOUNTS RECEIVABLE, NET	\$15,906	\$15,997	\$19,079	0.6%	19.3%
?	ACCOUNTS RECEIVABLE, STATE OF NH APPROPRIATION	-	\$186	-	-	-
?	PLEDGES RECEIVABLE - CURRENT PORTION	\$2,903	\$3,457	\$3,181	19.1%	-8.0%
?	NOTES RECEIVABLE - CURRENT PORTION	\$3,094	\$2,652	\$2,563	-14.3%	-3.3%
?	PREPAID EXPENSES AND OTHER CURRENT ASSETS	(\$34,807)	(\$59,903)	(\$75,959)	72.1%	26.8%
	NONCURRENT ASSETS					
?	DEBT PROCEEDS HELD BY OTHERS FOR CONSTRUCTION PURPOSES	\$37,582	\$13,333	\$682	-64.5%	-94.9%
?	ENDOWMENT AND SIMILAR INVESTMENTS	\$348,739	\$331,831	\$367,260	-4.8%	10.7%
?	PLEDGES RECEIVABLE	\$7,208	\$8,646	\$7,092	19.9%	-18.0%
?	NOTES RECEIVABLE	\$14,153	\$13,661	\$13,518	-3.5%	-1.0%
?	PROPERTY AND EQUIPMENT, NET	\$674,817	\$719,318	\$745,607	6.6%	3.7%
?	OTHER ASSETS	-	-	-	-	-
	Total Assets	\$1,294,841	\$1,285,963	\$1,330,702	-0.7%	3.5%
	LIABILITIES (in 000s)					
?	CURRENT LIABILITIES					
?	ACCOUNTS PAYABLE AND ACCRUED EXPENSES	\$21,280	\$18,963	\$19,235	-10.9%	1.4%
?	DEPOSITS AND DEFERRED REVENUE	\$26,688	\$25,500	\$30,907	-4.5%	21.2%
?	ACCRUED EMPLOYEE BENEFITS - CURRENT PORTION	\$3,890	\$7,072	\$1,594	81.8%	-77.5%
?	POST RETIREMENT MEDICAL - CURRENT PORTION	\$3,928	\$3,928	\$4,369	0.0%	11.2%
?	LONG TERM DEBT - CURRENT PORTION	\$14,898	\$1,239	\$1,284	-91.7%	3.6%
?	NONCURRENT LIABILITIES					
?	OBLIGATIONS UNDER LIFE INCOME AGREEMENTS	\$2,008	\$2,118	\$2,052	5.4%	-3.1%
?	GOVERNMENT ADVANCES REFUNDABLE	\$13,867	\$13,782	\$13,706	-0.6%	-0.5%
	ACCRUED EMPLOYEE BENEFITS	\$14,361	\$13,506	\$13,084	-6.0%	-3.1%
	POST RETIREMENT MEDICAL	\$35,506	\$35,506	\$35,669	0.0%	0.5%
	LONG TERM DEBT	\$223,639	\$222,196	\$210,372	-0.6%	-5.3%
	OTHER LONG-TERM LIABILITIES			-	-	-
	Total Liabilities	\$360,065	\$343,810	\$332,272	-4.5%	-3.4%
	NET ASSETS (in 000s)					
	INVESTED IN CAPITAL ASSETS, NET OF RELATED DEBT					
	INSTITUTIONAL	\$428,474	\$440,619	\$454,952	2.8%	3.3%
?	FOUNDATION	\$0	\$0	\$0	-	-
	Total	\$428,474	\$440,619	\$454,952	2.8%	3.3%
	UNRESTRICTED NET ASSETS					
	INSTITUTIONAL	\$144,182	\$149,046	\$156,305	3.4%	4.9%
?	FOUNDATION	\$3,568	\$4,292	\$3,193	20.3%	-25.6%
	Total	\$147,749	\$153,337	\$159,499	3.8%	4.0%
	RESTRICTED NONEXPENDABLE NET ASSETS					
	INSTITUTIONAL	\$62,425	\$63,077	\$80,592	1.0%	27.8%
?	FOUNDATION	\$138,604	\$131,288	\$163,629	-5.3%	24.6%
	Total	\$201,029	\$194,365	\$244,221	-3.3%	25.7%
	RESTRICTED EXPENDABLE NET ASSETS					
	INSTITUTIONAL	\$87,366	\$87,095	\$86,221	-0.3%	-1.0%
	FOUNDATION	\$70,157	\$66,736	\$53,538	-4.9%	-19.8%
	Total	\$157,523	\$153,831	\$139,759	-2.3%	-9.1%
	TOTAL NET ASSETS	\$934,775	\$942,153	\$998,430	0.8%	6.0%
	TOTAL LIABILITIES and NET ASSETS	\$1,294,841	\$1,285,963	\$1,330,702	-0.7%	3.5%

Please enter any explanatory notes in the box below

Endowment assets have increased as a result of market appreciation and new gifts. Property and Equipment assets have increased due to recent renovations and expansions (e.g., Hamilton Smith, Campus Recreation, Athletics Stadium). Long term debt liability is decreasing since the University System has not issued any new debt and has no plans to do so in the near future. There will be an increase to the University System's post-retirement medical liability in FY18, retroactive to prior years, to reflect the full liability in compliance with GASB.

Standard 7: Institutional Resources
(Statement of Revenues and Expenses)

Fiscal Year ends - month& day: (6/30)		3 Years Prior (FY 2015)	2 Years Prior (FY2016)	Most Recently Completed Year (FY 2017)	Current Original Budget (FY 2018)	Next Year Forward (FY 2019 Estimate)
	OPERATING REVENUES (in 000s)					
P	TUITION & FEES	\$317,076	\$334,471	\$343,938	\$361,004	\$369,826
P	LESS:FINANCIAL AID	-\$110,366	-\$116,474	-\$120,705	-\$128,936	-\$130,146
P	NET STUDENT FEES	\$206,710	\$217,997	\$223,234	\$232,068	\$239,679
	GRANT & CONTRACTS - DIRECT REVENUE	\$95,084	\$95,209	\$93,055	\$92,159	\$95,894
P	GRANT & CONTRACTS - F&A RECOVERY	\$19,298	\$19,234	\$19,438	\$19,101	\$19,101
P	SALES OF AUXILIARY SERVICES	\$142,142	\$146,136	\$149,164	\$152,982	\$156,922
P	OTHER OPERATING REVENUE	\$21,978	\$23,366	\$23,798	\$22,839	\$23,605
	TOTAL OPERATING REVENUES	\$485,212	\$501,941	\$508,689	\$519,149	\$535,202

	OPERATING EXPENSES (in 000s)					
P	EMPLOYEE COMPENSATION & BENEFITS - GRANTS & CONTRACTS	\$53,639	\$54,187	\$55,503	\$56,068	\$60,561
P	EMPLOYEE COMPENSATION & BENEFITS - ALL OTHER	\$302,337	\$319,190	\$321,400	\$330,385	\$338,752
P	SUPPLIES & SERVICES - GRANTS & CONTRACTS	\$32,388	\$31,217	\$29,654	\$28,371	\$29,531
P	SUPPLIES & SERVICES - ALL OTHER	\$104,537	\$113,260	\$120,731	\$120,595	\$124,549
P	UTILITIES	\$11,408	\$10,610	\$8,755	\$10,989	\$11,428
P	DEPRECIATION (if not allocated)	\$42,565	\$43,029	\$45,186	\$47,563	\$49,777
	TOTAL OPERATING EXPENDITURES	\$546,874	\$571,492	\$581,229	\$593,970	\$614,598
	OPERATING GAIN (LOSS)	-\$61,663	-\$69,551	-\$72,540	-\$74,821	-\$79,397
	NONOPERATING REVENUES (EXPENSES) (in 000s)					
	STATE OF NEW HAMPSHIRE GENERAL APPROPRIATIONS	\$55,345	\$55,345	\$55,345	\$55,345	\$55,345
	FEDERAL PELL GRANTS	\$12,815	\$12,824	\$12,376	\$12,850	\$12,850
	GIFTS	\$10,212	\$14,880	\$9,652	\$9,757	\$10,147
	OPERATING INVESTMENT INCOME (EXPENSE), NET	\$3,898	\$4,040	\$4,365	\$6,529	\$6,692
	ENDOWMENT RETURN USED FOR OPERATIONS	\$14,665	\$16,363	\$16,712	\$17,052	\$17,479
	INTEREST EXPENSE, NET	-\$10,716	-\$9,765	-\$9,957	-\$8,064	-\$7,392
	OTHER NONOPERATING REVENUE (EXPENSE)	-	-	-	-	-
	NET NON OPERATING REVENUES, EXPENSES, GAINS OR LOSSES	\$86,218	\$93,688	\$88,493	\$93,469	\$95,120
	NET INCOME BEFORE OTHER CHANGES IN NET POSITION	\$24,556	\$24,137	\$15,953	\$18,649	\$15,723
	OTHER CHANGES IN NET ASSETS (in 000s)					
	STATE CAPITAL APPROPRIATIONS (public institutions)	\$1,089	\$852	\$2,565	-	-
	PLANT GIFTS, GRANTS AND OTHER CHANGES, NET	\$3,090	\$678	\$5,069	\$4,094	\$4,417
	ENDOWMENT AND SIMILAR FUNDS	\$17,175	\$7,455	\$8,200	\$6,730	\$6,999
	ENDOWMENT RETURN, NET OF AMOUNT USED	-\$7,776	-\$25,315	\$25,733	\$5,451	\$5,615
	TOTAL OTHER CHANGES IN NET ASSETS	\$13,578	-\$16,331	\$41,567	\$16,275	\$17,031
	TRANSFERS, NET	-\$655	-\$429	-\$1,243	-\$1,911	-\$2,140
	TOTAL INCREASE/DECREASE IN NET ASSETS	\$37,479	\$7,377	\$56,278	\$33,013	\$30,615

Standard 7: Institutional Resources
(Statement of Debt)

FISCAL YEAR ENDS month & day (6/30)			3 Years Prior (FY 2015)	2 Years Prior (FY 2016)	Most Recently Completed Year (FY 2017)	Current Original Budget (FY 2018)	Next Year Forward (FY 2019 estimate)
		BEGINNING BALANCE	\$212,187,565	\$238,537,501	\$223,434,983	\$211,655,825	\$196,621,983
		ADDITIONS	\$40,000,000	\$0	\$0	\$0	\$0
		REDUCTIONS	(\$13,650,064)	(\$15,102,518)	(\$11,779,157)	(\$15,033,842)	(\$11,301,129)
		ENDING BALANCE	\$238,537,501	\$223,434,983	\$211,655,826	\$196,621,983	\$185,320,854
		INTEREST PAID DURING FISCAL YEAR- DEBT	\$10,703,057	\$9,752,276	\$9,945,054	\$8,053,729	\$7,382,452
		INTEREST PAID DURING FISCAL YEAR- ANNUITIES	\$13,405	\$12,444	\$11,474	\$10,000	\$10,000
		CURRENT PORTION (next Fiscal Year)	\$14,898,074	\$1,239,286	\$1,284,325	\$10,769,064	\$11,309,323
		BOND RATING	Aa3 (Moody's) A+ (S&P)	Aa3 (Moody's) AA- (S&P)	Aa3 (Moody's) AA- (S&P)	Aa3 (Moody's) AA- (S&P)	Aa3 (Moody's) AA- (S&P)

Debt Covenants: (1) Describe interest rate, schedule, and structure of payments; and (2) indicate whether the debt covenants are being met.

See separate document provided by USNH related to debt coverage ratio, Interest rates for the most recent bond issuance in 2015 was 3.79%, which includes UNH's share of bond issuance costs. The two projects included were UNH Hamel Recreation Expansion and UNH Holloway (Dining) Commons. Debt amortization is over 30 years. UNH transfers funding to USNH, who is responsible for making the debt payments. Debt covenants are being met.

Line(s) of Credit: List the institutions line(s) of credit and their uses.

The University System has a \$6M line of credit for its purchasing card program. There are no other lines of credit for the University System of New Hampshire.

Future borrowing plans (please describe)

At this time, USNH is not planning on any future NH HEFA borrowing. The USNH parameter, for the foreseeable future, is that there will be no external (HEFA) borrowing.

Please enter any explanatory notes in the box below

UNH has reached out several times to the University System of NH (USNH) about the Current Portion numbers above. UNH believes the FY16 and FY17 numbers are significantly understated but they reconcile to the audited financial statements so we have left them as is. The estimated FY18 current portion (the FY19 payment) and the estimated FY19 portion (the FY20 payment) were provided by UNH, absent a response from USNH.

**Standard 7: Institutional Resources
(Supplemental Data)**

FISCAL YEAR ENDS month & day (6/30)		3 Years Prior (FY 2015)	2 Years Prior (FY 2016)	Most Recently Completed Year (FY 2017)	Current Budget (FY 2018)	Next Year Forward (FY 2019 estimate)
	NET ASSETS					
	NET ASSETS BEGINNING OF YEAR	\$897,296,330	\$934,775,286	\$942,152,556	\$998,430,127	\$1,031,442,808
	TOTAL INCREASE/DECREASE IN NET ASSETS	\$37,478,956	\$7,377,270	\$56,277,571	\$33,012,682	\$30,614,704
	NET ASSETS END OF YEAR	\$934,775,286	\$942,152,556	\$998,430,127	\$1,031,442,809	\$1,062,057,512
	FINANCIAL AID					
	SOURCE OF FUNDS					
	UNRESTRICTED INSTITUTIONAL	\$86,981,221	\$91,079,719	\$96,293,668	\$103,625,124	\$104,255,976
	FEDERAL, STATE & PRIVATE GRANTS	\$17,587,938	\$17,677,916	\$16,918,373	\$17,700,000	\$18,087,525
	RESTRICTED FUNDS	\$5,796,500	\$7,716,814	\$7,492,601	\$7,611,016	\$7,802,998
	TOTAL	\$110,365,659	\$116,474,449	\$120,704,642	\$128,936,140	\$130,146,499
	% DISCOUNT OF TUITION & FEES	34.8%	34.8%	35.1%	35.7%	35.2%
?	% UNRESTRICTED DISCOUNT	27.4%	27.2%	28.0%	28.7%	28.2%
?	FEDERAL FINANCIAL RESPONSIBILITY COMPOSITE SCORE	Not applicable	Not applicable	Not applicable	Not applicable	
Please indicate your institution's endowment spending policy:						
UNH Foundation endowment pool (FY18): 1% Admin Fee, 4.25% Payout USNH Endowment pool (FY18) is based on a 12-quarter moving average. The Payout is approximately 3.7%, with a 1% Admin Fee						

Please enter any explanatory notes in the box below

Federal Financial Responsibility Composite Score applies to for-profit and private not-for-profit institutions only. UNH will provide a letter for public institutions.

Standard 8: Educational Effectiveness

Student Success Measures/ Prior Performance and Goals		3 Years Prior	2 Years Prior	1 Year Prior	Current Year	Next Year Forward (goal)
		(FY 2014-15)	(FY2015-16)	(FY 2016-17)	(FY 2017-18)	(FY 2018-19)
IPEDS <u>Retention</u> Data						
Associate degree students		78%	85%	77%	73%	
Bachelors degree students		86%	85%	86%	86%	
? IPEDS <u>Graduation</u> Data (150% of time)						
Associate degree students		61%	68%	74%	78%	
Bachelors degree students		77%	80%	78%	77%	
? IPEDS <u>Outcomes Measures</u> Data						
First-time, full time students						
Awarded a degree within six years		N/A	80%	77%	80%	
Awarded a degree within eight years		N/A	81%	78%	80%	
Not awarded within eight years but still enrolled		N/A	0%	0%	1%	
First-time, part-time students						
Awarded a degree within six years		N/A	No FTPT	60%	No FTPT	
Awarded a degree within eight years		N/A	No FTPT	60%	No FTPT	
Not awarded within eight years but still enrolled		N/A	No FTPT	0%	No FTPT	
Non-first-time, full-time students						
Awarded a degree within six years		N/A	78%	78%	79%	
Awarded a degree within eight years		N/A	79%	79%	80%	
Not awarded within eight years but still enrolled		N/A	0%	0%	0%	
Non-first-time, part-time students						
Awarded a degree within six years		N/A	52%	59%	29%	
Awarded a degree within eight years		N/A	52%	59%	33%	
Not awarded within eight years but still enrolled		N/A	0%	0%	0%	
? Other Undergraduate Retention/Persistence Rates (Add definitions/methodology in #1 below)						
1						
2						
3						
4						
5						
? Other Undergraduate Graduation Rates (Add definitions/methodology in # 2 below)						
1						
2						
3						
4						
5						
Definition and Methodology Explanations						
The IPEDS Outcomes Survey requirements have been changed for the 2017-2018 reporting cycle. The figures shown above for 2017-2018 were calculated using the 2016-2017 methodology because UNH's revisions to the 2017-2018 survey to meet new IPEDS requirements are still underway.						
1						
2						

Note: complete this form for each distinct student body identified by the institution (See Standard 8.1)

Standard 8: Educational Effectiveness

?	Category of Student/Outcome Measure							
		6 years ago - Fall 2011	5 years ago- Fall 2012	4 years ago- Fall 2013	3 years ago- Fall 2014	2 years ago- Fall 2015	1 year ago- Fall 2016	Current Fall-2017
?								
	JD Attrition Rate: 1L	18%	8%	13%	8%	10%	9%	9%
	JD Attrition Rate: 2L	0%	1%	0%	1%	4%	0%	0%
	JD Attrition Rate: 3L	0%	0%	0%	0%	0%	0%	0%

Definition and Methodology Explanations

Law does not appear to report same data to IPEDS as undergrad- not seeing retention/attrition data either in internal webI or public-facing IPEDS data reports. As with other categories of info, inputting here most relevant data we are required to share with the ABA in our Annual Questionnaire-- in this case, the JD attrition rate that we report to the ABA every year in the AQ. The rates here come directly off of our Section 509 reports, which are publicly posted here:
<http://www.abarequireddisclosures.org/Disclosure509.aspx>

Attrition rates reported in fall of each year are for the prior year (so reported fall 11 rate is for prior academic year, however ABA is defining academic year at that point in time).

2017 report: per change in AQ this year, this rate is non-transfer attrition

Standard 8: Educational Effectiveness

[illegible]

* Note on Law rates: the ABA establishes a precise methodology by which the overall first-time JD bar-taker pass rates are calculated each year. Those rates may include state bar exams for one or more jurisdictions. The information supplied in this chart comes directly from the Annual Questionnaire required by the ABA (14-15, 15-16) and the new supp

? National Licensure Passage Rates

[illegible]

? Job Placement Rates

Web location of gainful employment report (if applicable): First Destination Survey: 2015-15; 2015-16; 2016-17

<https://law.unh.edu/career/employment-data>

Job placement rates by college are collected via the First Destination Survey administered by Career and Professional Success, Institutional Research, and the Survey Center. Response rate is not 100% therefore, respondent totals are offered to the right-hand side in order to provide a more accurate reflection of our placement rates by college. Reporting by college is preferred because drilling down to department/major will result in a breach of student confidentiality due to small population sizes.

<https://www.unh.edu/career/first-destination-survey>

Major/time period	*	# of grads	# with jobs	*1st Destination:# of respondents 2014-2015	# of grads	# with jobs	*1st Destination:# of respondents 2015-2016	# of grads	# with jobs	*1st Destination:# of respondents 2016-2017	# of grads	# with jobs
1 College of Engineering & Physical Sciences (UG)		436	47	77	386	168	233	430	225	321	no data yet	no data yet
3 College of Liberal Arts (UG)		829	388	489	848	291	440	738	380	493		
4 College of Life Sciences & Agriculture (UG)		532	225	292	511	201	297	513	241	356		
5 College of Health and Human Services (UG)		468	175	239	515	233	349	430	220	358		
6 Paul College (UG)		567	386	469	577	332	382	611	384	461		
7 Manchester Campus (UG & AA)		175	111	166	168	112	160	164	124	154		
8 Graduate School (GA)		851	NA	NA	715	483	535	827	624	721		
9 Thompson School (AA)		130	19	29	107	35	51	83	29	52		
Law (JD)		70	63	69	74	68	72	61	58	59	74	no data yet

* Check this box if the program reported is subject to "gainful employment" requirements.

Note on Law data: The ABA requires the law school to report employment outcomes using their definitions and deadlines. The figures reported here are identical to that data and our ABA required publication of it on the law school website.

Completion and Placement Rates for Short-Term Vocational Training Programs for which students are eligible for Federal Financial Aid									
--	--	--	--	--	--	--	--	--	--

3 Years Prior	2 Years Prior	1 Year Prior	Current Year	Next Year Forward (goal)
(FY 2014-15)	(FY2015-16)	FY 2016-17)	(FY 2017-18)	FY 2018-19)

Completion Rates

1	not applicable						
2							
3							
4							
5							

Placement Rates

1	not applicable						
2							
3							
4							
5							

Please enter any explanatory notes in the box below

Standard 8: Educational Effectiveness

Student Success Measures/ Prior Performance and Goals	3 Years Prior	2 Years Prior	1 Year Prior	Current Year	Next Year Forward (goal)
	(FY 2014-15)	(FY2015-16)	(FY 2016-17)	(FY 2017-18)	(FY 2018-19)
Master's Programs (Add definitions/methodology in #1 below)					
Retention rates first-to-second year	88%	88%	89%	NA	NA
Graduation rates @ 150% time	81%	82%	87%	84%	NA
Average time to degree	25	23	24	23	NA
Other measures, specify:					
Doctoral Programs (Add definitions/methodology in #2 below)					
Retention rates first-to-second year	88%	85%	92%	NA	NA
Graduation rates @ 150% time	48%	55%	57%	47%	NA
Average time to degree	69	73	70	71	NA
Other measures, specify:					
First Professional Programs (Add definitions/methodology in #3 below)					
Retention rates first-to-second year					
Graduation rates @ 150% time					
Average time to degree					
Other measures, specify:					
Distance Education (Add definitions/methodology in #4 below)					
Course completion rates					
Retention rates					
Graduation rates					
Other measures, specify:					
Branch Campus and Instructional Locations (Add definitions/methodology in #5 below)					
Course completion rates					
Retention rates					
Graduation rates					
Other measures, specify:					
Definition and Methodology Explanations					
Second YR retention based on R30 data for new only students and excludes those who graduated within one year of admittance. As long as registered one year out counted as retained. Data entered for second year (i.e. 3 years out FY14-15 reflects new admits for FY13-14 retained in FY14-15 minose those who graduated. We do not have any future goals outlined so listed as NA. Note: FY2017-2018 data is not available for summer 2018 enrollments and hence not included.					
Certificate programs not included. No first professional programs (DNP counted under Doctorates). Online included in overall counts. No applicable branch campuses.					
Completion rates are calculated on official university time limits which is 6 years for masters and 8 years for PHD - so at 150% that would be 9 and 12 years. The numbers were calculated for each column by going back the respective number of years for the time limit from the FY for that column and using that FY admits as the cohort to get graduation rates. E.g. for FY2014-15 for masters it would 9 years back or FY2006-2007. So anyone admitted between Fall 2006 and Summer 2007 would make the cohort to be tracked for that column. For PHD it would be FY2003-2004. Student type was not used in the calculation - only their most recent admit term within the range looked at. For checking to see if the person had graduated by the end of the FY column current term was the last term in that FY (i.e. FY2014-2015 would be 201450 as the end term).					
Average time to degree (LOT) only looks at new admits who start and finish in the exact same major code. Change of degrees are not counted. There was no mention of what to use as a starting term so the same logic used for completion rates was used (150% of the official time limit). For Masters only Masters were used (not EDS) since the number of EDS was nominal.					


Standard 9: Integrity, Transparency, and Public Disclosure
(Integrity)

Policies	Last Updated	Website location where policy is posted	Responsible Office or Committee
Academic honesty			Faculty Senate
		https://www.unh.edu/student-life/09-academic-honesty-2017	
		https://www.unh.edu/student-life/academic-honesty-policy	
Intellectual property rights		https://www.usnh.edu/policy/unh/viii-research-policies/d-intellectual-property-policy	Research Office
		http://libraryguides.unh.edu/RCR/intellectualproperty	
		https://rit.sr.unh.edu/training/rcr-training/intellectual-property.html https://www.unh.edu/provost/section-5-policies-and-procedures#s14	
		https://www.unh.edu/provost/section-5-policies-and-procedures#s14	
Conflict of interest		https://www.usnh.edu/policy/unh/v-personnel-policies/d-employee-relations	Human Resources
		https://www.unh.edu/research/conflicts-interest-commitment	
		https://www.unh.edu/research/conflicts-interest-commitment	
		https://rit.sr.unh.edu/training/rcr-training/conflict-of-interest.html	
		https://www.unh.edu/research/conflict-interest-faqs	
		https://www.usnh.edu/policy/usy/iii-administrative-policies/l-conflicts-interest-executive-officers	
		https://www.usnh.edu/policy/bot/iii-administrative-policies/i-conflict-interest-%E2%80%93-trustees	
		https://www.unh.edu/research/forms/compliance-safety/conflict-interest	
		https://www.usnh.edu/policy/bylaws/article-viii-conflict-interest	
		https://www.usnh.edu/policy/bot/iii-administrative-policies/l-conflict-interest-%E2%80%93-employees	
		http://libraryguides.unh.edu/RCR/coi	
Privacy rights		https://www.usnh.edu/about/privacy-policy	
		https://www.unh.edu/business-services/privacystmt	
		https://www.usnh.edu/policy/unh/vi-property-policies/f-operation-and-maintenance-property#4	
		http://www.unh.edu/registrar/general-information/ferpa.html	
Fairness for students		https://www.unh.edu/it/kb/article/coppa-children-s-online-privacy-protection.html	
		https://www.unh.edu/ocs/philosophy	Office of Community Standards
		https://www.unh.edu/student-life/student-code-conduct-process-2017	
		https://www.usnh.edu/policy/gsc/v-personnel-policies/b-affirmative-action	
Fairness for faculty		https://www.usnh.edu/hr/LaborRelations/	Human Resources
		https://www.unh.edu/advance/about	
		https://www.usnh.edu/policy/gsc/v-personnel-policies/b-affirmative-action	
Fairness for staff		https://www.usnh.edu/policy/usy/v-personnel-policies/c-employment	Human Resources
		https://www.usnh.edu/policy/gsc/v-personnel-policies/b-affirmative-action	
Academic freedom		https://www.usnh.edu/hr/LaborRelations/	Human Resources
		https://www.unh.edu/advance/about	
		https://www.usnh.edu/hr/LaborRelations/pdf/AAUPTT-Full_Executed_pdf_2016-2020.pdf	
		https://www.usnh.edu/policy/unh/ii-academic-policies/constitution-faculty-senate	
		https://www.usnh.edu/policy/unh/v-personnel-policies/b-affirmative-action-and-equity	
		https://www.usnh.edu/policy/unh/ii-academic-policies/c-misconduct-scholarly-activity	Research Office
Research		https://www.usnh.edu/policy/unh/viii-research-policies	
		https://www.unh.edu/research/unh-research-faculty-policy-guide	
		https://www.unh.edu/research/forms-policies	
		https://www.unh.edu/provost/section-5-policies-and-procedures#s16	
		https://www.unh.edu/provost/section-5-policies-and-procedures#s17	
		https://www.unh.edu/research/federal-sponsor-and-policy-updates	
		https://www.unh.edu/research/data-management-policy-faqs	
		https://www.unh.edu/affirmativeaction/title-ixsexual-violence	Affirmative Action & Equity Office
		https://www.usnh.edu/about/usnh-title-ix-review	
Title IX		https://www.unh.edu/research/title-ix-reporting-exception-research	
		https://www.unh.edu/sharpp/your-rights-unh	
Other; specify			
Financial Conflict of Interest in Research		https://www.usnh.edu/policy/unh/viii-research-policies/e-financial-conflict-interest-research	Research Office
		https://www.unh.edu/research/financial-conflicts-interest-research	
		https://www.unh.edu/provost/section-5-policies-and-procedures#s12	
Financial Conflict of Interest in Research for PHS-Funded Projects		https://www.usnh.edu/policy/unh/viii-research-policies/t-financial-conflict-interest-research-phs-funded-projects	Research Office
Openness, Access, and Participation in Research and Scholarly Activities		https://www.unh.edu/policy/unh/viii-research-policies/openness-access-and-participation-research-and-scholarly-activities	Research Office
UNH Policy on Ownership, Management, and Sharing of Research Data		https://www.usnh.edu/policy/unh/viii-research-policies/c-unh-policy-ownership-management-and-sharing-research-data	Research Office
		https://www.unh.edu/research/data-management-policy-faqs	
Use of Human Subjects in Research		https://www.usnh.edu/policy/unh/viii-research-policies/f-use-human-subjects-research	Research Office
		https://www.unh.edu/research/human-subjects	

Care and Use of Animals	https://www.usnh.edu/policy/unh/viii-research-policies/g-care-and-use-animals	Research Office
	https://www.unh.edu/research/animal-care-use	
Compliance with Federal Export Control Regulations	https://www.usnh.edu/policy/unh/u-compliance-federal-export-control-regulations	Research Office
	https://www.unh.edu/research/export-controls	
Use of Controlled Substances	https://www.usnh.edu/policy/unh/viii-research-policies/i-use-controlled-substances	Research Office
	https://www.unh.edu/research/controlled-substances	
Proposing, Managing, and Certifying Effort for Employees Engaged in Externally Spons	https://www.usnh.edu/policy/unh/viii-research-policies/s-proposing-managing-and-certifying-effort-employees-engaged-externally	Research Office
	https://www.unh.edu/research/support-units/sponsored-programs-administration	
Supplies Charged to Federally Sponsored Agreements	https://www.usnh.edu/policy/unh/viii-research-policies/g-supplies-charged-federally-sponsored-agreements	Research Office
	https://www.unh.edu/research/federal-sponsor-and-policy-updates	
	https://www.unh.edu/research/sites/www.unh.edu.research/files/unh_fa_guide.pdf	
Not-fully-executed (NFE) Spending Accounts on Externally Sponsored Programs	https://www.usnh.edu/policy/unh/viii-research-policies/o-not-fully-executed-nfe-spending-accounts-externally-sponsored	Research Office
Compliance with the Health Insurance Portability and Accountability Act (HIPAA)	https://www.usnh.edu/unh/iii-administrative-policies/p-compliance-health-insurance-portability-and-accountability-act-hipaa	Research Office
	https://www.unh.edu/research/health-insurance-portability-accountability-act-hipaa	
	https://rit.sr.unh.edu/training/rcr-training/hipaa.html	
	https://www.unh.edu/research/hipaa-privacy-rule-research	
	https://www.unh.edu/hr/medical-issues-of-employees	

Non-discrimination policies			
Recruitment and admissions		https://www.unh.edu/student-life/statement-nondiscrimination-2017	Student Life
		https://www.unh.edu/student-life/10-affirmative-action-and-equity-policies-2017	
		https://www.unh.edu/affirmativeaction/non-discrimination-statement	
Employment		https://www.usnh.edu/policy/unh/v-personnel-policies/b-affirmative-action-and-equity	
		https://www.unh.edu/hr/policies	Human Resources
		https://www.unh.edu/student-life/10-affirmative-action-and-equity-policies-2017	
Evaluation		https://www.unh.edu/affirmativeaction/non-discrimination-statement	
		https://www.usnh.edu/policy/unh/v-personnel-policies/b-affirmative-action-and-equity	
		https://www.unh.edu/student-life/statement-nondiscrimination-2017	
Disciplinary action		https://www.unh.edu/hr/policies	Human Resources
		https://www.unh.edu/affirmativeaction/non-discrimination-statement	
		https://www.usnh.edu/policy/unh/v-personnel-policies/b-affirmative-action-and-equity	
Advancement		https://www.unh.edu/student-life/10-affirmative-action-and-equity-policies-2017	
		https://www.unh.edu/student-life/statement-nondiscrimination-2017	
		https://www.unh.edu/hr/policies	Human Resources
Other; specify		https://www.unh.edu/student-life/10-affirmative-action-and-equity-policies-2017	
		https://www.unh.edu/affirmativeaction/non-discrimination-statement	
		https://www.usnh.edu/policy/unh/v-personnel-policies/b-affirmative-action-and-equity	
		https://www.unh.edu/student-life/statement-nondiscrimination-2017	

Resolution of grievances			
Students		https://www.unh.edu/student-life/28-grievance-and-complaint-procedures-2017	Student Life
		https://www.unh.edu/provost/section-6-teaching-and-studentfaculty-interactions#s16	
		https://www.unh.edu/student-life/29-appeals-procedures-graduate-students	
Faculty		https://catalog.unh.edu/law/juris-doctor-academic-rules-regulations/procedure-appeals/	
		https://www.unh.edu/provost/academic-administration	
		https://www.unh.edu/provost/section-6-teaching-and-studentfaculty-interactions#s16	
Staff		https://www.usnh.edu/policy/unh/v-personnel-policies/b-affirmative-action-and-equity	
		https://www.usnh.edu/hr/LaborRelations/pdf/AAUPTT-Full_Executed_pdf_2016-2020.pdf	Provost--AAUP Contract
		https://www.usnh.edu/hr/LaborRelations/pdf/UNHLU-CBA-Final-8-28-without_signature_page.pdf	Provost-- Lecturer's Contract
Other; specify		https://www.usnh.edu/policy/unh/v-personnel-policies/d-employee-relations	Human Resources
		https://www.unh.edu/hr/fair	
		https://www.unh.edu/provost/section-6-teaching-and-studentfaculty-interactions#s16	
		https://www.usnh.edu/policy/unh/v-personnel-policies/b-affirmative-action-and-equity	
		https://www.unh.edu/hr/background_checks-adverse_action	

 Other	Last Updated	Website location or Publication	Responsible Office or Committee

Please enter any explanatory notes in the box below

We may need to break out "faculty" as now we have policies for faculty, lecturers, research faculty, clinical faculty, and Extension faculty.

We may need to account of any specifically related to Post-Docs

Standard 9: Integrity, Transparency, and Public Disclosure
(Transparency)

Information	Website location and/or Relevant Publication(s)
How can inquiries be made about the institution? Where can questions be addressed?	https://www.unh.edu/main/contact-us
	https://www.unh.edu/main/request-info
	http://gradschool.unh.edu/php/request.php
	https://fap.isac.org/prospect.aspx?data=MzM5NQEBMjk%3d-ngg5lofSMRI%3d
	https://unh.secure.force.com/admission/targetx_eventsb_formpage?formid=217962
Notice of availability of publications and of audited financial statement or fair summary	http://finadmin.usnh.edu/afs/Pages/default.aspx
Processes for admissions	http://admissions.unh.edu/apply
	https://admissions.unh.edu/apply/first-year
	https://www.unh.edu/main/undergraduate-applicants
	https://admissions.unh.edu/transfer
	https://admissions.unh.edu/apply/international-students
	https://admissions.unh.edu/apply/non-traditional-students
	https://www.unh.edu/main/graduate-applicants
	https://gradschool.unh.edu/apply.php
	https://www.unh.edu/main/law-applicants
	https://law.unh.edu/admissions/id-admissions/how-apply
	https://manchester.unh.edu/apply
	https://manchester.unh.edu/first-year-students
	https://manchester.unh.edu/how-apply-first-year-students
	https://manchester.unh.edu/transfer-students
	https://manchester.unh.edu/international-students
Processes for employment	http://www.unh.edu/hr/employment-process
	https://www.usnh.edu/hr/employment/
	https://manchester.unh.edu/faculty-staff/employment
	https://admissions.unh.edu/tuitionfinancial-aid/employment-for-students
	https://www.unh.edu/financialaid/work-study
	https://www.unh.edu/career/
	https://unh-csm.symplicity.com/
	https://www.unh.edu/global/campus-employment
Processes for grading	https://www.unh.edu/student-life/07-grades-and-honors-2017
	https://catalog.unh.edu/law/juris-doctor-academic-rules-regulations/grading/
	https://catalog.unh.edu/graduate/academic-regulations-degree-requirements/grading/
Processes for assessment	https://www.unh.edu/institutional-research/program-review
	https://www.unh.edu/cetl/mid-course-assessment-program-map
	https://www.unh.edu/cetl/student-evaluation-reports-database
	https://www.unh.edu/institutional-research/student-evaluation-teaching
	https://www.unh.edu/it/kb/article/teaching-evaluation-software-blue-an-overview.html
	https://www.unh.edu/it/kb/assets/SaaS/web-based_evaluation_questions_sets.pdf
Processes for student discipline	https://www.unh.edu/student-life/student-code-conduct-process-2017
	https://www.unh.edu/ocs/students-info
Processes for consideration of complaints and appeals - Faculty	https://www.usnh.edu/hr/LaborRelations/pdf/AAUPTT-Full_Executed_pdf_2016-2020.pdf
Faculty & Lecturers	https://www.usnh.edu/hr/LaborRelations/pdf/UNHLU-CBA-Final-8-28-without_signature_page.pdf
Student	https://www.unh.edu/provost/section-6-teaching-and-studentfaculty-interactions#s16
	https://www.unh.edu/student-life/28-grievance-and-complaint-procedures-2017
	https://www.unh.edu/student-life/29-appeals-procedures-graduate-students
	https://catalog.unh.edu/law/juris-doctor-academic-rules-regulations/procedure-appeals/
Personnel Policies	https://www.unh.edu/hr/background_checks-adverse_action
	https://www.unh.edu/hr/fair
	https://www.usnh.edu/policy/unh/v-personnel-policies/b-affirmative-action-and-equity
	https://www.usnh.edu/policy/unh/v-personnel-policies/d-employee-relations
List below the statements or promises made regarding program excellence, learning outcomes, success in placement, and achievements of graduates or faculty and indicate where valid documentation can be found.	
Statement/Promise	Website location and/or publication where valid documentation can be found
Employment for Undergraduate and Graduate students	https://catalog.unh.edu/undergraduate/
	https://www.unh.edu/president/gallup
	https://admissions.unh.edu/tuitionfinancial-aid/employment-for-students
	https://www.unh.edu/financialaid/work-study
	https://www.unh.edu/career/
	https://unh-csm.symplicity.com/
	https://www.unh.edu/global/campus-employment
Faculty excellence	http://www.unh.edu/facultyexcellence/index.html
Grad school acclaims	http://gradschool.unh.edu/acclaims.php
program excellence	https://www.unh.edu/career/why-hire-wildcat
	https://www.usnh.edu/sites/www.usnh.edu/files/media/2016_annual_report.pdf
Additional Information	Website location and/or publication where valid documentation can be found
First Destination Report	https://www.unh.edu/career/first-destination-survey
Discovery Program Student Learning Outcomes	https://www.unh.edu/discovery/discovery-program-student-learning-outcomes

Date of last review of:	
Print publications	
Digital publications	

Please enter any explanatory notes in the box below

Need more information on assessment (of whom), and the complaints and appeals (faculty? staff? students?)

Standard 9: Integrity, Transparency, and Public Disclosure
(Public Disclosure)

Information	Website location
Institutional catalog	https://catalog.unh.edu/
	https://manchester.unh.edu/academic-catalog
	https://catalog.unh.edu/undergraduate/manchester/
Obligations and responsibilities of students and the institution	https://www.unh.edu/student-life/2017-2018-student-rights-rules-and-responsibilities
	https://www.usnh.edu/trustees/trustee-roles-responsibilities
	https://www.unh.edu/provost/responsibilities
	https://www.unh.edu/ocs
Information on admission and attendance	https://www.unh.edu/student-life/02-admission-2017
	https://www.unh.edu/student-life/04-attendance-and-class-requirements-2017
	https://www.unh.edu/provost/section-6-teaching-and-studentfaculty-interactions#s4
	https://catalog.unh.edu/law/juris-doctor-academic-rules-regulations/registration-enrollment-withdrawal-attendance
	http://www.learn2.unh.edu/policies/attendance.html
	http://admissions.unh.edu/apply
	https://admissions.unh.edu/apply/first-year
	https://admissions.unh.edu/
	https://www.unh.edu/main/admissions
	https://www.unh.edu/main/undergraduate-applicants
	https://admissions.unh.edu/transfer
	https://admissions.unh.edu/apply/international-students
	https://admissions.unh.edu/apply/non-traditional-students
	https://www.unh.edu/main/graduate-applicants
	https://gradschool.unh.edu/apply.php
	https://www.unh.edu/main/law-applicants
	https://law.unh.edu/admissions
	https://law.unh.edu/admissions/jd-admissions/how-apply
	https://manchester.unh.edu/apply
	https://manchester.unh.edu/first-year-students
	https://manchester.unh.edu/how-apply-first-year-students
	https://manchester.unh.edu/admission-aid
	https://manchester.unh.edu/transfer-students
	https://manchester.unh.edu/international-students
Institutional mission and objectives	https://www.unh.edu/president/strategic-plan
	https://www.unh.edu/president/mission
	https://catalog.unh.edu/undergraduate/general-information/#text
	https://www.usnh.edu/book/export/html/427
	https://www.unh.edu/main/about-unh
Expected educational outcomes	
Status as public or independent institution; status as not-for-profit or for-profit; religious affiliation	https://www.unh.edu/president/strategic-plan
Requirements, procedures and policies re: admissions	https://www.unh.edu/student-life/02-admission-2017
	http://admissions.unh.edu/apply
	https://admissions.unh.edu/apply/first-year
	https://admissions.unh.edu/
	https://www.unh.edu/main/admissions
	https://www.unh.edu/main/undergraduate-applicants
	https://admissions.unh.edu/transfer
	https://admissions.unh.edu/apply/international-students
	https://admissions.unh.edu/apply/non-traditional-students
	https://www.unh.edu/main/graduate-applicants
	https://gradschool.unh.edu/apply.php
	https://www.unh.edu/main/law-applicants
	https://law.unh.edu/admissions
	https://law.unh.edu/admissions/jd-admissions/how-apply
	https://manchester.unh.edu/apply
	https://manchester.unh.edu/first-year-students
	https://manchester.unh.edu/how-apply-first-year-students
	https://manchester.unh.edu/admission-aid
	https://manchester.unh.edu/transfer-students
	https://manchester.unh.edu/international-students
Requirements, procedures and policies re: transfer credit	https://www.unh.edu/student-life/05-academic-requirements-2017
	https://www.unh.edu/student-life/07-grades-and-honors-2017
	https://www.unh.edu/main/transfer
	https://admissions.unh.edu/transfer

Gen'l info

St. 1,2,3,

St 3_ locations/modalities

St. 4 Summary Degree seeking

St. 4 Other students

St 4. Enrollment, Cr hours, etc

St. 5 Admissions

St. 5 Enrollment

St. 5 Fin aid, etc

St. 6 Faculty Acad Stf

St. 6 Appts/departures

St. 7 Human resources

St. 7 Fin position

St. 7 Rev and expenses

St. 7 Debt

St. 7 supplemental fin data

St. 8 Ret & Grad UG

St. 8 Prog rates, etc

St. 8 Rates

St. 8 Ret & Grad - Grad

St. 9.1

St. 9.2

St. 9.3

Interim Report

Series E Form

COLLEGE	PROGRAM	PROGRAM SPECIFICS	DEGREE	DEPT	SLO	Assessment/evidence	Who interprets evidence? Assessment plan	Changes made based on evidence	APR completed	Completed Academic Program Review date	Next Review Date	Performance indicators for Accreditation	Issues pertaining to Accreditation
CEPS	APPL MATH BS	AM:Computation	BSAM	MATH		1 MATH 797, 798, or 799					2017-18		
CEPS	APPL MATH BS	AM:Dynamics&Controls	BSAM	MATH		1 MATH 797, 798, or 799					2017-18		
CEPS	APPL MATH BS	AM:Economics	BSAM	MATH		1 MATH 797, 798, or 799					2017-18		
CEPS	APPL MATH BS	AM:Fluid Dynamics	BSAM	MATH		1 MATH 797, 798, or 799					2017-18		
CEPS	APPL MATH BS	AM:Solid Mech & Vibrations	BSAM	MATH		1 MATH 797, 798, or 799					2017-18		
CEPS	EARTH SCI BA	Earth Sciences	BA	ESCI		1 Capstone course, research projects and/or experience					2017-18		
CEPS	EARTH SCI BS	Earth Sciences	BS/ESCI	ESCI		1 Capstone course, research projects and/or experience					2017-18		
CEPS	EARTH SCI TC BA	Earth Science Teaching	BA	ESCI		1 Capstone course, research projects and/or experience					2017-18		
CEPS	ENGR PHYSICS	Engineering Physics	BSENP	PHYS		1 Thesis/ind study					2017-18		
CEPS	ENVIRN SCI: HYDROLOGY	Environmental Sciences: Hydrology	BS			NR 791 & Capstone experience							
CEPS	MATH BA	Mathematics	BA	MATH		1 MATH 797 or 799				1 2017-18	2027-28		
CEPS	MATH BS	Mathematics	BSMATH	MATH		1 MATH 797 or 799				1 2017-18	2027-28		
CEPS	PHYSBS:ASTRO	Physics:Astronomy	BSPHYS	PHYS	not clear from doc provided	PHYS 795, 799				1 2007	2017-18		
CEPS	PHYSBS:CHEM	Physics:Chemical	BSPHYS	PHYS	not clear from doc provided	PHYS 795 & 799 or 798				1 2007	2017-18		
CEPS	PHYSBS:MAT	Physics:Materials Science	BSPHYS	PHYS	not clear from doc provided	PHYS 795 & 799 or 798				1 2007	2017-18		
CEPS	PHYSICS BA	Physics	BA	PHYS		1 PHYS 795 & 799 or 798				1 2007	2017-18		
CEPS	PHYSICS BS	Physics	BSPHYS	PHYS		1 PHYS 795 & 799 or 798				1 2007	2017-18		
CEPS	SELF-DES EPS	Student Design	BS		?				?				
CEPS	STATISTICS	Statistics	BSSTAT	MATH		1 MATH 797, 798, or 799				1 2017-18	2027-28		
CHHS	COMSCIDIS BS	COMSCIDIS BS	BS	CSD		1 Capstone course; Internship					2017-18		
CHHS	HDFS BS	Human Devel & Family Studies	BS	HDFS		1 Capstone course HDFS 743, 757				1 2013	2023-24		
CHHS	HDFS BS: Child Dev	HDFS: Child Development	BS	HDFS		1 HDFS 743				1 2013	2023-24		
CHHS	HDFS BS: Lifespan Dev	HDFS: Lifespan Development	BS	HDFS		1 HDFS 757				1 2013	2023-24		
CHHS	KIN:EXERCISE	Kin:Exercise Science	BS	KIN		1 Internship, course and project				1 2012-13	2022-23		
CHHS	KIN:SPORT ST	Kin:Sport Studies	BS	KIN		1 KIN 761, internship				1 2012-13	2022-23		
CHHS	OCC THERAPY	Occupational Science	BS	OT		1 Human Occupation course							
COLA	ANTHROPOLOGY	Anthropology	BA	ANTH		1 Seminar 700 level course; and other approved substitutions				2007	2017-18		
COLA	ARTS:HISTORY	The Arts: Art History	BA	ARTS		1 Capstone				1 2007	2017-18		
COLA	ARTS:PAINTING	The Arts: Painting	MFA	ARTS						1 2014-15	2024-25		
COLA	ARTS:STARTED	The Arts:Studio Art/Art Educ	BA	ARTS		1 Capstone				1 2007	2017-18		
COLA	ARTS:STUDIO	The Arts: Studio Art	BA/BFA	ARTS		1 Capstone				1 2007	2017-18		
COLA	CLASSICS	Clas:Ancient Mediterranean Civ	BA	CHI		1 Capstone and thesis				1 2008	2018-19		
COLA	CLASSICS	Clas:Classical Lang&Literature	BA	CHI		1 Capstone and thesis				1 2008	2018-19		
COLA	CLASSICS	Clas:Latin & Latin Teaching	BA	CHI		1 Capstone and thesis				1 2008	2018-19		
COLA	COMMUNICATN	Cmn:Business Applications	BA	CMN		1 Capstone course, 700 level				1 2007	2017-18		
COLA	COMMUNICATN	Cmn:Media Practices	BA	CMN		1				1 2007	2017-18		
COLA	COMMUNICATN	Communication	BA	CMN		1				1 2007	2017-18		
COLA	COMPOSITION	BMus:Composition	BM	MUSI		1				1 2013	2023-24		
COLA	DANCE	Theatre:Dance	BA	THEA		1 Capstone course and project				1 2011	2021-22		
COLA	EDUC	EDUCATION DUAL MAJOR	no degree	COLA					?	?	?		
COLA	ENGL JOUR BA	English: Journalism	BA	ENGL		1 Either: Course ENG 720; portfolio;internship				1 2007	2017-18		
COLA	ENGL: Creative Writing	Creative Writing	BA	ENGL		1				1 2007	2017-18		
COLA	ENGLISH BA	English	BA	ENGL		1 Either: Course ENG 787; portfolio;internship				1 2007	2017-18		
COLA	ENGLISH TCH	English Teaching	BA	ENGL		1 Either: Course ENG 787; portfolio;internship				1 2007	2017-18		
COLA	ENGLISHLITBA	English Literature	BA	ENGL		1 Either: Course ENG 787; portfolio;internship				1 2007	2017-18		
COLA	GEOGRAPHY	Geography	BA	GEOG		1 Capstone exam				1 2010	2020-21		

COLLEGE	PROGRAM	PROGRAM SPECIFICS	DEGREE	DEPT	SLO	Assessment/evidence	Who interprets evidence? Assessment plan	Changes made based on evidence	APR completed	Completed Academic Program Review date	Next Review Date	Performance indicators for Accreditation	Issues pertaining to Accreditation
COLA	HISTORY BA	History	BA	HIST		1 Capstone course HIST 797				1 2013	2023-24		
COLA	HUMANITIES	Humanities DUAL MAJOR	BA	CHI		1 Research project				1 2008	2018-19		
COLA	INTLAFFAIRS	International Affairs DUAL MAJOR	no degree	IA		1			?	?	?		
COLA	ITAL STUDIES	Italian Studies	BA	CHI		1 Course/thesis				1 2008	2018-19		
COLA	JUSTICESTDY	Justice Studies DUAL MAJOR	no degree	JUST		1 Internship and senior seminar				1 2014	2018-19		
COLA	LINGUISTICS	Linguistics	BA	ENGL		1 LING 779 Or 695				1 2007	2017-18		
COLA	LLC	French & French Studies	BA	FREN		1 Capstone course: FREN 790				1 2008	2018-19		
COLA	LLC	German	BA	GERM		1 Capstone course 700 level				1 2008	2018-19		
COLA	MUS:COMPOSE	Mus:Music Composition	BA	MUSI		1				1 2013	2023-24		
COLA	MUS:LIB ST	Mus:Liberal Studies	BA	MUSI		1				1 2013	2023-24		
COLA	MUS:PERFORM	Mus:Performance	BA	MUSI		1				1 2013	2023-24		
COLA	NEUROSCILA	Neuroscience & Behavior	BS	PSYC						1 2016	2020-21		
COLA	PHILOSOPHY	Philosophy	BA	PHIL		1 Thesis, portfolio, research				1 2007	2017-18		
COLA	POLITICAL SC	Political Science	BA	POLT		1				1 2007	2017-18		
COLA	PRETEACHING	BMus:Preteaching	BM	MUSI		1				1 2013	2023-24		
COLA	PSYCHOLOGY	Psychology	BA	PSYC		1				1 2008	2018-19		
COLA	RUSSIAN	Russian	BA	RUSS		1				1 2008	2018-19		
COLA	SELF DES LA	Student Design	BA						?				
COLA	SOCIOLOGY	Sociology	BA	SOC		1				1 2007	2017-18		
COLA	SPANISH	Spanish	BA	SPAN		1				1 2008	2018-19		
COLA	SUSTAINBLITY	Sustainability DUAL MAJOR	no degree	COLA					?	?	?		
COLA	THEATRE	Theatre	BA	THEA		1 Course 798				1 2011	2021-22		
COLA	THEATRE	Theatre:Acting and directing	BA	THEA		1 Course 799				1 2011	2021-22		
COLA	THEATRE	Theatre:Design&Theatre Tech	BA	THEA		1 Course 799				1 2011	2021-22		
COLA	THEATRE	Theatre:Musical Theatre	BA	THEA		1 Course 799				1 2011	2021-22		
COLA	THEATRE	Theatre:Theatre Education	BA	THEA		1 Course 799				1 2011	2021-22		
COLA	THEATRE	Theatre:Youth Drama	BA	THEA		1 Course 799				1 2011	2021-22		
COLA	THEATRE	Theatre: Dance	BA	THEA		1 Course 799				1 2011	2021-22		
COLA	WOMEN'S STDY	Women's Studies	BA	WS		1 Plan submitted		Plan submitted		1 2007	2017-18		
COLSA	ANIMAL SCI	Animal Science	BS	BSCI		1				1 2017	2022		
COLSA	ANSC:DAIRY	AnSc:Dairy Management	BS	ANSC		1				1 2017	2022		
COLSA	BCHMMOLCELL	Biochem,Molec&Cell Bio	BS	MCBS		1				1 2017	2022		
COLSA	BIOLOGY	Biology	BS	BSCI		1				1 2015	2020		
COLSA	BMS:MEDMICRO	BiomedSci:MedMicro	BS	MCBS		1 Major Elective/Capstone course				2018 - Is this completed?	2023		
COLSA	BMS:MEDVETSC	BiomedSci:Med&VetSci	BS	MCBS		1 Major Elective/Capstone course				2018 - Is this completed?	2023		
COLSA	COMMENVPLAN	Community&Environ Planning	BS	NREN		1				1 2007	2017-18		
COLSA	ECOGASTRNOMY	EcoGastronomy DUAL MAJOR	no degree	ECOG					?				
COLSA	ENV&RES ECO	Environmental & Resource Econ	BS	NREN		1				1 2007	2017-18		
COLSA	ENVIRN CONS	Environ Conservation&Sustain	BS	NREN		1 Capstone course/project & experience				1 2007	2017-18		
COLSA	ENVSCI LSA	EnSci:Ecosystems	BSENSC	NREN		1 NR 791 & Capstone experience				1 2007	2017-18		
COLSA	ENVSCI LSA	EnSci:Soil&WatershedMgt	BSENSC	NREN		1 NR 791 & Capstone experience				1 2007	2017-18		
COLSA	EQUINE STDY	EquineSt:Equine Science	BS	BSCI		1				1 2017	2022		
COLSA	EQUINE STDY	EquineSt:Industry&Mgmt	BS	BSCI		1				1 2017	2022		
COLSA	EQUINE STDY	EquineSt:Therapeutic Riding	BS	BSCI		1				1 2017	2022		
COLSA	GENETICS BS	Genetics	BS	MCBS		1				1 2015	2020		
COLSA	GENETICS BS	Genetics: Genomics option	BS	MCBS		1				1 2015	2020		
COLSA	MARINESTRSH	Marine, Estuarine,&FrshwatrBio	BS	BSCI		1				1 2015	2020		
COLSA	NEUROSCILSA	Neuroscience & Behavior	BS	BSCI		1				1 2016	2021		
COLSA	NUTR:NUTRSCI	Nutr:NutritionalSciences	BS	ANFS							2019 update; 2024		
COLSA	NUTR:NUTRWEL	Nutr:Nutrition&Wellness	BS	ANFS		1				1 2015	2020		
COLSA	NUTRITION BS	Nutrition	BS	ANFS		1			?				
COLSA	SUSTAIN AGBA	Sust Agriculture&Food Systems	BA	BSCI		1				1 2017	2022		
COLSA	SUSTAIN AGRI	Sust Agriculture&Food Systems	BS	BSCI		1				1 2017	2022		
COLSA	WILDCONSBIO	Wildlife&Conservation Biology	BS	NREN		1				1 2007	2017-18		
COLSA	ZOOLOGY BA	Zoology	BA	BSCI		1							
COLSA	ZOOLOGY BS	Zoology	BS	BSCI		1							
GRAD	ADMIN&SUPVEDS	Educational Admin&Supervision	EDS	EDUC		1			?				
GRAD	BIO SCI MS	Biological Sci:Agricultural	MS	BSCI									
GRAD	BIO SCI MS	BSCI: Marine Biology	MS	BSCI									

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GRAD	BIO SCI MS	BSCI: Integrative & Organismal	MS	BSCI									
GRAD	BIO SCI PHD	Biological Sci: Agricultural	PHD	BSCI									
GRAD	BIO SCI PHD	BSCI: Marine Biology	PHD	BSCI									
GRAD	BIO SCI PHD	BSCI: Integrative & Organismal	PHD	BSCI									
GRAD	COMDEVLCPRT	Community Dev Policy Practice: CARSEY	MA	CSPP		1 Capstone			new program				
GRAD	ECONOMICS MA	Economics	MA	ECON		1				1 2007	2017-18		
GRAD	ECONOMICS PH	Economics	PHD	ECON		1				1 2007	2017-18		
GRAD	EES PHD	Earth & Environmental Sci	PHD	NRES							in process 7/2017	2016	
GRAD	ENGL: L&L MA	English: Linguistics	MA	ENGL		1				1 2007	2017-18		
GRAD	ENGL: LIT MA	English: Literature	MA	ENGL		1				1 2007	2017-18		
GRAD	ENGL: WRITMFA	Writing	MFA	ENGL						1 2007	2017-18		
GRAD	ENGLISH MST	English	MST	ENGL						1 2007	2017-18		
GRAD	ENGLISH PHD	English	PHD	ENGL						1 2007	2017-18		
GRAD	ESCI MS	Earth Sciences	MS	ESCI		1 Thesis or project				1 2008	2017-18		
GRAD	ESCI MS	Earth Sciences: Geo Chem Systems	MS	ESCI		1 Thesis or project				1 2008	2017-18		
GRAD	ESCI PHD	Earth Science	PHD	ESCI		1 Dissertation and Comprehensive Examination				1 2008	2017-18		
GRAD	ESCI: HYDROLOGY MS	Earth Science: Hyrdology MS	MS	ESCI		1 Thesis or project				1 2007	2017-18		
GRAD	ESCI: GEOL MS	Earth Sciences: Geology	MS	ESCI		1 Thesis or project				1 2007	2017-18		
GRAD	ESCI: OCM MS	Earth Sciences: Ocean Mapping	MS	ESCI		1 Thesis or project				1 2007	2017-18		
GRAD	GENETICS MS	Genetics	MS	GEN							in process 7/2017		
GRAD	GENETICS PHD	Genetics	PHD	GEN							in process 7/2017		
GRAD	HISTORY MA	History	MA	HIST						1 2003	2025-26		
GRAD	HISTORY MA	History: Museum Studies	MA	HIST						1 2003	2025-26		
GRAD	HISTORY PHD	History	PHD	HIST						1 2003	2025-26		
GRAD	INCO: ANALYTICS	Analytics	MS	DATA		1			new program		2025-26		
GRAD	JUSTICESTMA	Justice Studies	MA	JUST		1				1 2014	2018-19		
GRAD	LIBERAL STDY	Liberal Studies COLA	MALS	LS						1 2015	2023-24		
GRAD	MATH APPLIED	Applied Math	PHD	MATH		1 Qualifying Exam and Dissertation				?			
GRAD	MATH MS	Mathematics	MS	MATH		1 Thesis or project				1 2010	2017-18		
GRAD	MATH PHD	Mathematics	PHD	MATH		1 Dissertation and Comprehensive Examination				1 2010	2017-18		
GRAD	MATH: STAT	Statistics	PHD	MATH		1 Dissertation and Comprehensive Examination				?			
GRAD	MATH: APP MS	Applied Math	MS	MATH		1 Thesis or project				?			
GRAD	MATH: STAT	Math: Statistics	MS	MATH		1 Project				?			
GRAD	MICROBIO MS	Microbiology	MS	MICR						?	2018 - is this completed?	2023	
GRAD	MICROBIO PHD	Microbiology	PHD	MICR						?	2018 - is this completed?	2023	
GRAD	MOLEVLVS BIO	Molec & Evol Systems Biology	PHD	MCBS						?	2018 - is this completed?		
GRAD	NAT RES: EC	NatRsrc: Environmental Consvrtn	MS	NR		1				?	2016		
GRAD	NAT RES: EE	NatRsrc: Environmental Econ	MS	NR		1				?	2016		
GRAD	NAT RES: FOR	NatRsrc: Forestry	MS	NR		1				?	2016		
GRAD	NAT RES: ICES	NatRsrc: Int Coast Eco Sci P&M	MS	NR		1				?	2016		
GRAD	NAT RES: SS	NatRsrc: Soil & Water Rsrc Mgt	MS	NR		1				?	2016		
GRAD	NAT RES: WILD	NatRsrc: Wildlife	MS	NR		1				?	2016		
GRAD	NAT RES: WILD	NatRsrc: Wildlife & Cons Biology	MS	NR		1				?	2016		
GRAD	NATRES&ENVST	Nat Resrces & Envirn Stdy	PHD	NRES						?	2016		
GRAD	NATURAL RES	Natural Resources	MS	NR		1				?	2016		
GRAD	OCEAN MS	Oceanography	MS	ESCI		1 Thesis or project				?		2017-18	
GRAD	OCEAN PHD	Oceanography	PHD	ESCI		1 Qualifying Examination and Dissertation				?		2017-18	
GRAD	PHYSICS MS	Physics	MS	PHYS		1 Project				?	2007	2017-18	
GRAD	PHYSICS PHD	Physics	PHD	PHYS		1 Comprehensive exams; dissertation				?	2007	2017-18	
GRAD	POLI SCI MA	Political Science	MA	POLT		1				?	2005(?)		
GRAD	PSYCH PHD	Psychology	PHD	PSYC		1				1 2008	2018-19		
GRAD	PUBLIC POLICY	Public Policy	MPP	CSPP		1			new program				
GRAD	PUBLIC ADMIN	Public Administration	MPA	CSPP		1				?	2005(?)		
GRAD	RESOURCE ADM	Resource Administration & Mgmt	MS	RAM						1 2016			
GRAD	SOCIOLOGY MA	Sociology	MA	SOC						1 2007	2017-18		
GRAD	SOCIOLOGY PH	Sociology	PHD	SOC						1 2007	2017-18		

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GRAD	SPANISH MA	Spanish	MA	SPAN	1					1 2008	2018-19		
GRAD	STAT PHD	Statistics	PHD	MATH	1	Dissertation and Comprehensive Examination			?				
PAUL	ANLYTCL ECON	Analytical Economics	BS	ECON	1	ECON 775				1 2013-14	2017-18		
PAUL	ECON:GLOBLTR	Econ:GlobalTrade&Finance	BA	ECON	1	ECON 774				1 2013-14	2017-18		
PAUL	ECON:MONEYFN	Econ:Money&FinancialMarkets	BA	ECON	1	ECON 774				1 2013-14	2017-18		
PAUL	ECON:PUBPLSU	Econ:PublicPolicy&Sust	BA	ECON	1	ECON 774				1 2013-14	2017-18		
PAUL	ECONOMICS BA	Economics	BA	ECON	1	ECON 774				1 2013-14	2017-18		
PAUL	ECONOMICS BS	Economics	BS	ECON	1	ECON 775				1 2013-14	2017-18		
PAUL	SEIFDES PAUL	Student Design	BS						?				
PAUL		IUTP Liberal Arts	BA	IUTP					?				
PAUL		IUTP Business	BS	IUTP					?				
PAUL		IUTP Engineering	BS	IUTP									
TSAS	APP AN SCI	Applied Animal Science	AAS	AAS						1 2007	2017-18		
TSAS	CIVIL TECH	Civil Technology	AAS	CT					?	2006	2016-17		
TSAS	DIETETIC TECH AAS	Dietetic Technology	AAS							n/a	n/a		
TSAS	HORT TECH	Horticultural Technology (COLSA listed as Environmental Horticulture)	AAS	HT						1 2007	2017-18		
TSAS	INTAGMGT	Integrated Agriculture Mgmt	AAS	IAG					?				
UNHM	ANLYT&D UNHM	Analytics and Data Science	BS	APPLIED ENG AND SCIENCES	1				?		2017-18		
UNHM	BIO SCI UNHM	Biological Sci	AS	LIFE SCIENCES	1					1 2011	2020-21		
UNHM	BIOL BA UNHM	Biological Sciences	BA	LIFE SCIENCES	1					1 2011	2021		
UNHM	BIOT BS UNHM	Biotechnology	BS	LIFE SCIENCES	1				?		2017-18		
UNHM	BUS AD UNHM	Business Admin	AS	BUS POLITICS AND SECURITY STUDIES	1				?	2003; Check status - 2009?	2019-20		
UNHM	BUSINESS BA	Business	BA	BUS POLITICS AND SECURITY STUDIES	1					1 2009	2019-20		
UNHM	CAS UNHM	LIBRARY SERVICES	BA	COMM ARTS AND SCIENCES	1				?				
UNHM	CAS UNHM	HUMANITIES	BA	COMM ARTS AND SCIENCES	1					1 2013	2022-23		
UNHM	CIS UNHM	Computer Information Systems	BS	APPLIED ENG AND SCIENCES	1					1 2014 (Computing Tech)	2023-24		
UNHM	COMM UNHM	CA: Cinema and Media Arts	BA	COMM ARTS AND SCIENCES	1					1 2013	2022-23		
UNHM	COMM UNHM	CA: Digital Media	BA	COMM ARTS AND SCIENCES	1					1 2013	2022-23		
UNHM	COMM UNHM	Communication Arts	BA	COMM ARTS AND SCIENCES	1					1 2013	2022-23		
UNHM	CSENT UNHM	ComputerSci & Entrepreneurship	BA	APPLIED ENG AND SCIENCES	1					1 2016-17	2026-27		
UNHM	ENGL UNHM	LIT ARTS STUDIES	BA	COMM ARTS AND SCIENCES	1					1 2012	2021-22		
UNHM	ENGLTCH UNHM	English Teaching	BA	COMM ARTS AND SCIENCES					?	Check status	2017-18		
UNHM	HIST UNHM	HISTORY	BA	BUS POLITICS AND SECURITY STUDIES					?	Check Durham			

COLLEGE	PROGRAM	PROGRAM SPECIFICS	DEGREE	DEPT	SLO	Assessment/evidence	Who interprets evidence? Assessment plan	Changes made based on evidence	APR completed	Completed Academic Program Review date	Next Review Date	Performance indicators for Accreditation	Issues pertaining to Accreditation
UNHM	HMLD BS UNHM	Homeland Security	BS	BUS POLITICS AND SECURITY STUDIES	1				?	Check status	2017-18		
UNHM	IT	INFORMATION TECHNOLOGY	MSIT	APPLIED ENG AND SCIENCES					?	2005?			
UNHM	LIT ART UNHM	LitArts&Stds: Digital Lang Art	BA	COMM ARTS AND SCIENCE	1				?				
UNHM	LIT ART UNHM	LitArts&Stds: Literary Studies	BA	COMM ARTS AND SCIENCE	1				?				
UNHM	LIT ART UNHM	LitArts&Stds: Prof & Tech Cmn	BA	COMM ARTS AND SCIENCE	1				?				
UNHM	MATH	MATH	BS	APPLIED ENG AND SCIENCES					?				
UNHM	NEURPSY UNHM	Neuropsychology	BS	LIFE SCIENCES	1				?		2018-19		
UNHM	PUBLIC SERVICE & NON-PROFIT LEADERSHIP	PUBLIC SERVICE & NON-PROFIT LEADERSHIP	BA	BUS POLITICS AND SECURITY STUDIES	1				1	2010	2017-18		
UNHM	PSYC UNHM	Psychology	BA	LIFE SCIENCES	1				1	2012	2021-22		

COLLEGE	PROGRAM	PROGRAM SPECIFICS	DEGREE	DEPT	SLO	Assessment/ evidence	Who interprets evidence? Assessment plan	Changes made based on evidence	APR Completed	External Accreditation	Completed Academic Program Review date	Next Review Date	Performance indicators for Accreditation	Issues pertaining to Accreditation
CEPS	BSOE	ME: Ocean Engineering	BSOE	ME	1	TECH 797				new program; initial accreditation planned for 2019-2020				
CEPS	CHE BS	Chemical Engineering	BS	CHE	1	CHE 708			1		1	2011-12	2017-18	
CEPS	CHE:BIOENGR	ChE:Bioengineering Option	BSCHE	CHE	1	BENG 763/764			1		1		2017-18	
CEPS	CHE:ENERGY	ChE:Energy Option	BSCHE	CHE	1	CHE 708??			1		1	2011-12	2017-18	
CEPS	CHE:ENV ENG	ChE:Environmental Engineering Option	BSCHE	CHE	1	CHE 708??			1		1	2011-12	2017-18	
CEPS	CHEMISTRY BA	Chemistry	BA	CHEM	1	CHEM 698			1		1	2014-15	2018-19	Continued approval
CEPS	CHEMISTRY BS	Chemistry	BSCHEM	CHEM	1	CHEM 699			1		1	2014-15	2018-19	Continued approval
CEPS	CIVIL & ENVIRONMENTAL ENG BS	Civil Engineering BS	BSCIVE	CEE	1	CEE 797/798			1		1	2011-12	2017-18	
CEPS	CIVIL & ENVIRONMENTAL ENG BS	Environmental Engineering BS	BSENVE	CEE	1	CEE 797/798			1		1	2011-12	2017-18	
CEPS	COMP & ELEC ENGR BS	Electrical Engineering	BSEE	ECE	1	ECE 791/2			1		1	2011-12	2017-18	
CEPS	COMP & ELEC ENGR BS	Computer Engineering	BSCENG	ECE	1	ECE 791/2			1	2011-12		2017-18		
CEPS	COMP SCI BS	CS:Bioinformatics	BSCS	CS	1	CS 791/2			1		1	2014-15	2020-21	
CEPS	COMP SCI BS	Computer Science	BSCS	CS	1	CS 791/2			1		1	2014-15	2020-21	
CEPS	COMP SCI: INFO TECH BS	Information Technology	BSIT	CS	1	IT 710			1		1	2014-15	2020-21	No conditions
CEPS	MATHED:EL/MD	Math Ed: Elementary/Middle	BSMAED	MATH	1	MATH 797, 798, 799			1		1	2010-11	2018-19	
CEPS	MATHED:SEC	Math Ed:Secondary	BSMAED	MATH	1	MATH 797, 798, 799			1		1	2010-11	2018-19	
CEPS	MECH ENGR BS	Mechanical Engineering	BSME	ME	1	ME 755/756			1		1	2011-12	2017-18	
CHHS	ATHLETIC TRAINING	Athletic Training	BS	KIN	1				1		1	2017-2018 - Comprehensive Review	2027-28	
CHHS	COMSCIDIS BS	Speech-Language Pathology	MS	CSD	1				1		1	2015-16	2019-20	
CHHS	HDFS BS: Family Support/Provisional CFLE Specialization	HDFS: Family Support/Provisional CFLE Specialization	BS	HDFS	1	HDFS 757			1		1	2012	2018-19	
CHHS	HEALTH AND PHYSICAL EDUCATION	Health and Physical Education	BS	KIN	1				1		1	2010-2019 2015	2019 - Full program review	
CHHS	HMP - Health Management track	HMP - Health Management track	BS	HMP	1	HMP 622 Field Practicum			1		1	2012 - Self Study	2018-19	
CHHS	HMP - Public Health track	HMP - Public Health track	BS	HMP	1	HMP 622 Field Practicum			1		1	2012 - Self Study	2018-19	
CHHS	HMP: BS	HMP	BS	HMP	1	HMP 622 Field Practicum			1		1	2012 - Self Study	2018-19	
CHHS	MPH	Master of Public Health	MPH	MPH	1				1		1	2017 Self Study	2019	Probationary status - rereview due July 2019; site visit by Dec 31 2019
CHHS	NURS BS	Nursing BS	BS	NURS	1	NURS 721C Clinical			1		1	2015-16	2020-21	
CHHS	NURS MS	Nursing MS	MS	NURS	1				1		1	2015-16	2020-21	
CHHS	OT	Occupational Therapy	MS	OT	1				1		1	2013-14	2020-21	
CHHS	OUTDOOR EDUCATION	Outdoor Education	BS	KIN	1				1		1	2009 2017 - Self Study	2018 - Site visit 2019 Reaccreditation	

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CHHS	RMP:PROGEVMG	RMP:Program & Event Management	BS	RMP	1	RMP 664 Internship			1	1	2015	2020		
CHHS	RMP:THER REC	RMP:Therapeutic Recreation	BS	RMP	1	RMP 664 Internship			1	1	2014	2021		
CHHS	SOCIALWRK BS	Social Work	BS	SW	1	Plan submitted				1	2017 - Self Study			
CHHS	SOCIALWRK MSW	Social Work	MSW	SW	1	Plan submitted				1	2017 - Self Study			
COLA	MUSIC ED	BMus:Music Education	BM	MUSI	1				1	1	2012-13	2022-23		
COLSA	BMS:MEDLABSC	BiomedSci:MedLabSci	BS	MCBS	1				1	1	2014-15	2024-15	Continued with conditions	
COLSA	FORESTRY BSF	Forestry	BSF	NREN	1				1	1	2008-09	2018-19 Request submitted	Continued with conditions	
COLSA	NUTR:DIETETC	Nutr:Dietetics	BS	ANFS	1				1	1	2010-11	2020-21		
GRAD	ACCOUNTING	Accounting MA/MSA	MS	ACFI	1				1	1	2013	2018-19		
GRAD	ADMN&SUPVEDS	Educational Admin&Supervision	MED	EDUC	1					1	?			
GRAD	AN&NUTR SC P	Animal & Nutritional Sciences	PHD	ANSC						1	2016	2021	May be terminating	
GRAD	BIOCHEM MS	Biochemistry	MS	BCHM					1	1	2017	2022		
GRAD	BIOCHEM PHD	Biochemistry	PHD	BCHM					1	1	2017	2022		
GRAD	BUS ADMN MBA	Business Administration	MBA	ADMN	1				1	1	2013-14	2018-19		
GRAD	CHEM ENG PHD	Chemical Engineering	PHD	CHE	1	Qualifying examination; Dissertation			1	1	2011-12	2017-18		
GRAD	CHEM ENGR ME	Chemical Engineering	MENGR	CHE	1	project			1	1	2011-12	2017-18		
GRAD	CHEM ENGR MS	Chemical Engineering	MS	CHE	1	Thesis			1	1	2011-12	2017-18		
GRAD	CHEM PHD	Chem:Chemistry Education	PHD	CHEM		Comprehensive exams; dissertation			1	1	2014-15	2018-19		
GRAD	CHEM PHD	Chemistry	PHD	CHEM		Comprehensive exams; dissertation			1	1	2014-15	2018-19		
GRAD	CHEMISTRY MS	Chemistry	MS	CHEM		Thesis			1	1	2014-15	2018-19		
GRAD	CIVIL ENG ME	Civil Engineering	MENGR	CEE	1	Project or Final Examination			1	1	2011-12	2017-18		
GRAD	CIVIL ENG MS	Civil Engineering	MS	CEE	1	Thesis			1	1	2011-12	2017-18		
GRAD	CIVL ENG PHD	Civil Engineering	PHD	CEE	1	Qualifying examination; Dissertation			1	1	2011-12	2017-18		
GRAD	COMP SCI MS	Computer Science	MS	CS	1	Thesis, project, or comprehensive exams			1	1	2012-13	2022-23	No conditions	
GRAD	COMP SCI PHD	Computer Science	PHD	CS	1	Dissertation			1	1	2012-13	2022-23	No conditions	
GRAD	COMSCIDIS MS	Communication Sci & Disorders	MS	CSD	1				1	1	2015-16	2019-20		
GRAD	COMSCIDIS MS	CSD:Adult Neurogenic	MS	CSD	1				1	1	2015-16	2019-20		
GRAD	COMSCIDIS MS	CSD:EarlyChildIntervention	MS	CSD	1				1	1	2015-16	2019-20		
GRAD	EDUC PHD	Education	PHD	EDUC	1					1		2018-19		
GRAD	EDUC PHD	Education:Child & Youth Comm	PHD	EDUC	1					1		2018-19		
GRAD	EDUC STUDIES	Educational Studies	MED	EDUC	1					1		2018-19		
GRAD	HDFS MS	Human Devel & Family Studies	MS	HDFS	1	Thesis; comp exam				1	2012	2017-18		
GRAD	INFO TECH MS	Information Technology	MS	UNHM						1	2005	2015-16		
GRAD	KINESIOL MS	Kinesiology	MS	KIN	1	Thesis or project				1	2012-13	2022-23		
GRAD	MATH MST	Mathematics	MST	MATH	1	Portfolio				1	2010	2017-18		
GRAD	MATL SCI PHD	Materials Science & Engr	PHD	MS	1					1	2007			

COLLEGE	PROGRAM	PROGRAM SPECIFICS	DEGREE	DEPT	SLO	Assessment/ evidence	Who interprets evidence? Assessment plan	Changes made based on evidence	APR Completed	External Accreditation	Completed Academic Program Review date	Next Review Date	Performance indicators for Accreditation	Issues pertaining to Accreditation
GRAD	MECH ENG PHD	Mechanical Engineering PhD	PHD	ME	1						1	2011-12	2017-18	
GRAD	MECH ENG: MATERIAL SCI	ME: Materials Science	PHD	ME	1						1	2011-12	2017-18	
GRAD	MECH ENG: MATERIALS SCI	ME: Materials Science	MS	ME	1						1	2011-12	2017-18	
GRAD	MECH ENG: SYSTEMS ENG	ME: Systems Engineering	MS	ME	1						1	2011-12	2017-18	
GRAD	MECH ENGR M.Eng	Mechanical Engineering M.Eng.	M.Eng	ME	1						1	2011-12	2017-18	
GRAD	MECH ENGR MS	Mechanical Engineering MS	MS	ME	1						1	2011-12	2017-18	
GRAD	Music	<i>Not Listed - SLOs submitted</i>	MAT	MUSI	1						1	2010-11	2018-19	
GRAD	MUSIC MA	Music: Music Composition	MA	MUSI	1						1	2010-11	2018-19	
GRAD	MUSIC MA	Music: Music Conducting	MA	MUSI	1						1	2010-11	2018-19	
GRAD	MUSIC MA	Music: Musicology	MA	MUSI	1						1	2010-11	2018-19	
GRAD	NUTR SCI MS	Nutritional Science	MS	NUTR							1			
GRAD	OCEAN ENG PHD	ME: Ocean Engineering	PHD	ME	1	Dissertation					1			
GRAD	OCEAN ENG:MAP	Ocean Engr:Ocean Mapping	MS	ME	1	Thesis					1			
GRAD	OCEAN ENGR	ME: Ocean Engineering	MS	ME	1	Thesis					1			
GRAD	RMP: ADAPTED SPORTS MS	RMP: Adapted Sports MS	MS	RMP	1						1	2015	2022-23	
GRAD	RMP:RECADM	RMP:Recreation Admin	MS	RMP	1						1	2015	2020-21	
GRAD	RMP:THER MS	RMP:Therapeutic Rec Admin	MS	RMP	1						1	2015	2022-23	
GRAD	SECNDRY ED	Secondary Education	MAT	EDUC							1			
GRAD	SECONDARY ED	Secondary Education	MED	EDUC	1						1			
GRAD	SOC WORK MSW	Social Work	MSW	SW	1	Plan submitted					1	2009-10	2017-18	
GRAD	SPECIAL EDUC	Special Education	MED	EDUC	1						1			
GRAD	SYST DES PHD	Systems Design	PHD	ME		Dissertation			pending		1			
LAW	INTELPROPLLM	Intellectual Property Law	LLM	LAW	1					1	1	2014-2015	2023-2024	
LAW	LAW JD	LAW JD	JD	LAW	1						1	2014-15	2023-24	ABA standards
LAW	LLMCOMMTECH	Commerce & Technology Law	LLM	LAW	1					1	1	2014-2015	2023-2024	
LAW	LLMINTCRIM	Int'l Criminal Law & Justice	LLM	LAW	1					1	1	2014-2015	2023-2024	
LAW	MCTCOMMTECH	Commerce & Technology Law	MCTL	LAW	1					1	1	2014-2015	2023-2024	
LAW	MICJINTLCRIM	Int'l Criminal Law & Justice	MICLJ	LAW	1					1	1	2014-2015	2023-2024	
LAW	MIPINTELPROP	Intellectual Property Law	MIP	LAW	1					1	1	2014-2015	2023-2024	
PAUL	BUS ADMN BS	Business Administration: BS	BS	ADMN	1					1	1	2014-15	2020-21	
PAUL	HOSP MGMT BS	Hospitality Management: BS	BS	HMGD	1					1	1	2014-15	2020-21	
TSAS	CULINARY ARTS & NUTR	Culinary Arts & Nutrition	AAS							1	1	2014-15	2019-20	
TSAS	FOREST TECH AAS	Forest Technology	AAS							1	1	2016-17	2027-28	
TSAS	VET TECH AAS	Veterinary Technology	AAS							1	1	2013-14	2018-19	
UNHM	ASL/EIN UNHM	ASL/English Interpreting	BS	COMM ARTS AND SCIENCES	1					1	1	2016-17	2026-27	
UNHM	ELECTRICAL ENG BS	Electrical Engineering Technology BS	BS	APPLIED ENG AND SCIENCES	1					1	1	2015	2019-20	
UNHM	MET UNHM	Mechanical Engineering Tech	BSET	APPLIED ENG AND SCIENCES	1						1			