

THE PLAN: THE FUTURE OF THE THOMPSON SCHOOL

UNH has been educating students, developing new knowledge and technologies, and engaging with producers in the diverse fields of agriculture for over 150 years. The Thompson School of Applied Science has been a part of that history for 125 years, by providing applied 2-year degrees within agricultural, and more recently in food, forestry, companion animal, and civil technology sectors in the state of New Hampshire and beyond. The market has changed: there is increased competition in availability and price for two-year associates degrees, fewer students in the applicant pool, and a significant increase nationally in the market for short-term credentials. All of this has led to decreasing enrollment. The Thompson School is at a crossroads and must reposition itself in order to meet the needs of the regional workforce and to competitively position itself to ensure a sustainable future.

The Plan: Transform the Thompson School of Applied Science to re-focus on our core agricultural mission and to augment the school by incorporating a state-of-the-art, job ready, professional development and training academy.

The Opportunity: Increasingly, a segment of our audience—whether select high school seniors or individuals already in the workplace—are seeking out high-value, affordable training and professional development to prepare or transition themselves for meaningful careers. The trend is moving towards career and job ready training happening outside of the usual two-year and four-year education system. This is particularly evident in the two-year degree space, with enrollments declining at most of the conventional 2-year competitor institutions.

UNH's Professional Development and Training (PD&T), under the direction of UNH Extension, has experienced significant growth over the last several years. This plan will help PD&T to strategically expand the effectiveness and impact of our services to New Hampshire businesses, residents, and stakeholders in terms of the diversity of the portfolio and the quality of programming.

The Logic: The transition of the Thompson School to better integrate its programs within COLSA and incorporate PD&T programming will likely result in the following benefits:

- Greater accessibility, expansion, and increased breadth of career, job-ready training at UNH under the Thompson School brand;
- The ability to retain and strengthen some, mission-critical and potentially viable associate degree programs within COLSA;
- A nimble business model to allow for improved competitiveness, future growth and more meaningful alignment with statewide workforce needs;
- A cost-effective and strategic management structure to lead and oversee this effort;
- A framework for professional education and training that can expand to meet the needs of the state and region—including, but also going beyond agriculture and natural resources.

Management: PD&T at the Thompson School would be under the direction of UNH Cooperative Extension. Three associates degree programs would continue under the Thompson School brand within COLSA: Animal Science, Forest Technology, and Veterinary Technology. Other associates degree programs will be phased out over the next academic year (2019), ensuring that currently enrolled students are provided with a quality Thompson School education through graduation.

Threats: PD&T has seen steady growth in its noncredit portfolio over the last several years, but it is assumed a saturation point will be reached in the next several years in terms of program expansion. In the associates degree space, community colleges and online institutions have already identified most of the low-hanging fruit and operate with low cost structures and significant subsidies. Additional opportunities exist in regional continuing education space as well as professional service offerings, but they must be carefully evaluated in light of UNH's unique value proposition and competitive advantage.

The Process: Strategic visioning for the Thompson School has been ongoing for the past four years starting with the Huron initiative (February 2014). In September 2017, Dr. Miriam Nelson was asked by Dean Wraith and Provost Targett to reinvigorate the effort. Since September, many stakeholders have been (re)engaged in the process, including:

Internal Stakeholders

- Thompson School faculty and staff
- Provost Nancy Targett and Dean Jon Wraith
- Extension Dean Ken La Valley and Associate Director Amy Ouellette
- Victoria Dutcher, VP of Enrollment Management
- Rob McGann, Director of Undergraduate Admissions
- Student Senate Leadership
- Jan Nisbet, Senior Vice Provost of Research
- Professor John Aber
- Professor Joanne Curran-Celentano

External Stakeholders

- Thompson School Leadership Council
- Shawn Jasper, New Hampshire Commissioner of Agriculture
- Lorraine Merrill, (former) New Hampshire Commissioner of Agriculture
- Scott Mason, UNH Board of Trustees Agricultural Representative
- Dennis Ward, NH Farm Bureau Federation President
- Robert Johnson, NH Farm Bureau Federation Policy Advisor
- Jasen Stock, New Hampshire Timberland Owners Association Executive Director
- James Samels, academic consultant with Education Alliance
- Daniel Clapp, General Manager ReVision Energy

Historic enrollment trends were reviewed (Appendix 1). Thompson School faculty assisted in the development of a competitive scan of related associated degree offerings within New England and New York (Appendix 2). The path forward was ultimately the decision of UNH Provost Nancy

Targett and Dean Jon Wraith with support from President Huddleston and many others inside and outside the university.

Next Steps: This transition will take fourteen to eighteen months to accomplish.

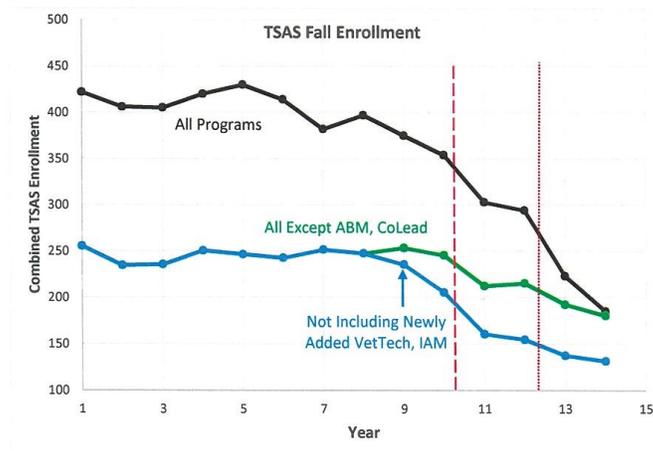
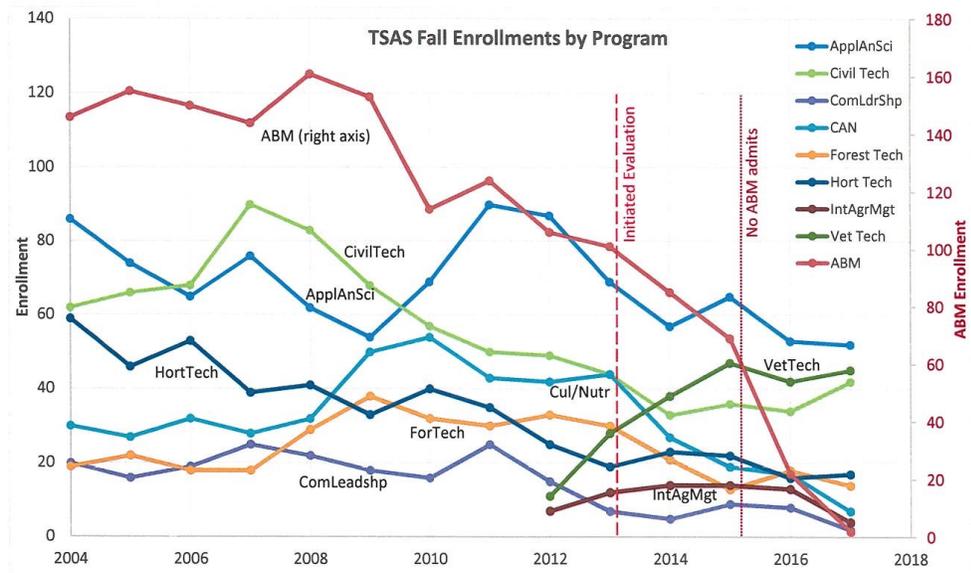
We will need to actively support and guide all TSAS stakeholders, especially:

- Actively support and guide all:
 - faculty and staff
 - current students
 - accepted students
- Develop PD&T business plan building upon the current foundation of UNH PD&T
- Develop plans to better integrate and strengthen Animal Science, Forest Technology, and Veterinary Technology

Appendix 1 – Thomson School historic enrollment

TSAS Enrollments by Program

	Fall R&30 Enrollments										Spr R&30		After seeing #s, engaged Huron		No ABM or CoLead Admits	
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017		
ApplAnSci	86	74	65	76	62	54	69	90	87	69	57	65	53	52		
ABM	146	155	150	144	161	153	114	124	106	101	85	69	22	2		
Civil Tech	62	66	68	90	83	68	57	50	49	44	33	36	34	42		
ComLdrShp	20	16	19	25	22	18	16	25	15	7	5	9	8	2		
CAN	30	27	32	28	32	50	54	43	42	44	27	19	17	7		
Forest Tech	19	22	18	18	29	38	32	30	33	30	21	13	18	14		
Hort Tech	59	46	53	39	41	33	40	35	25	19	23	22	16	17		
IntAgrMgt									7	12	14	14	13	4		
Vet Tech									11	28	38	47	42	45		
Total	422	406	405	420	430	414	382	397	375	354	303	294	223	185		
DNI ABM, CoLead	256	235	236	251	247	243	252	248	254	246	213	216	193	181		
DNI New VT, IAM	256	235	236	251	247	243	252	248	236	206	161	155	138	132		



Appendix 2 – Competitive Scan

COMPETITIVE SCAN

SCHOOL NAME	Associate Degrees	Attributes	Cost per year for Associates Degree (tuition only; in ascending order after UNH TSAS)
Thompson School	<ul style="list-style-type: none"> • Applied Animal Science • Civil Technology • Culinary Arts and Nutrition • Forest Technology • Horticulture Technology • Integrated Ag Management • Veterinary Technology 		\$18,067 in state \$32,637 out of state
Kennebec Valley Community College Fairfield, Maine (near Waterville)	<ul style="list-style-type: none"> • Culinary Arts • Sustainable Agriculture • Sustainable Construction • Energy Services and Technology 	Articulation agreements with UMaine Farm on site Kitchens <i>NOTE: York County, Eastern Maine, Southern Maine, All have programs in Culinary Arts</i>	\$2,852 in state \$5,888 out of state \$4,416 in region
SUNY ESF Ranger School, NY	<ul style="list-style-type: none"> • Forest Technology 	Students must complete all gen ed requirements prior to	\$5,870 in state \$10,810 out of state

	<ul style="list-style-type: none"> Land Surveying Technology 	attending the Ranger School. They are at the Ranger School for only one year.	These are the costs for the 1 year at the Ranger School. Costs to complete the prior year of gen eds will vary with the institution attended.
York County Community College	<ul style="list-style-type: none"> Veterinary Technology Culinary Arts Baking and Pastry Architectural & Engineering Design 		\$2,760 in state \$5,520 out of state
Manchester Community College Connecticut	<ul style="list-style-type: none"> Culinary Arts Electrical Technology HVAC Technology Welding Technology 	Certificates: <ul style="list-style-type: none"> Culinary HVAC Electrical Heating Welding 	\$5,088 in state \$15,264 out of state Certificate: \$4,770 in state \$14,310 out
Naugatuck Valley Community College	<ul style="list-style-type: none"> Horticulture 		\$5,088 in state \$15,264 out of state
SUNY Cobleskill	<ul style="list-style-type: none"> Sustainable Crop Production Dairy Production and Management Culinary Arts Horticulture Animal Science Fisheries and Wildlife Technology Turfgrass Management 	CIHS – College in High School Program In regards to Equine: they have 300 horses, 180 permanent stalls, indoor arena. Breeding, training draft horses, driving, and harness racing. Strong racing program.	\$6,670 in state \$16,320 out of state

	<ul style="list-style-type: none"> • Equine Studies 		
Bunker Hill Community College	<ul style="list-style-type: none"> • Culinary Arts • Environmental Science 		\$5,952 in state \$12,474 from New England
Holyoke Community College	<ul style="list-style-type: none"> • Sustainable Agriculture 		\$10,176 in state \$10,560 from New England
North Shore Community College	<ul style="list-style-type: none"> • Environmental Horticulture 		\$6,180 in state \$6,550 from New England
New Hampshire Technical Institute	<ul style="list-style-type: none"> • Sustainable Agriculture • Architectural Engineering • Civil Engineering Technology 	<p>Project Lead the Way Running Start</p> <p>Articulation agreements with UNH Civil & Manchester School of Technology</p>	\$7,140 in state \$10,710 from New England
University of Maine, Fort Kent	<ul style="list-style-type: none"> • Applied Forest Management <p>Note: UMaine Orono has minor and certificate in Equine Studies, but no AAS.</p>		\$6,840 in state \$10,950 out of state
Morrisville State College (SUNY), NY	<ul style="list-style-type: none"> • Forest Technology • Animal Science – Dairy • Culinary Arts • Equine Science and Management • Horticulture 	<p>Also have a BS in forestry but on a different campus.</p> <p>In regards to Equine: Very similar to Cobleskill.</p>	\$6,670 in state \$11,320 out of state

	<ul style="list-style-type: none"> • Renewable Energy Technology 		
UConn Ratcliffe Hicks School of Agriculture	<ul style="list-style-type: none"> • General Animal Science • Horticultural • Turfgrass Management • Equine Studies 	Early College Experience Dual Enrollment	\$11,998 in state \$34,066 out of state
Great Bay Community College	<ul style="list-style-type: none"> • Hospitality Management • Veterinary Technology • Engineering Science • Veterinary Practice management certificate (not AS) 	Running start credit for Intro to Vet Tech class. No animals on campus 61% VTNE pass rate	\$7,104 in state \$15,264 out of state
Southern Maine Community College South Portland, etc.	<ul style="list-style-type: none"> • Culinary Arts • Architectural & Engineering Design • Construction Technology • Marine Science • Horticulture 	Certificates: <ul style="list-style-type: none"> • Construction Technology • Electrician • Heating • Heavy Equipment Operator • Plumbing • HVAC • Etc. 	\$5,520 in state \$11,040 out of state
White Mountain Community College	<ul style="list-style-type: none"> • Culinary Arts • Baking and Pastry Arts • Interdisciplinary studies 	Running Start program	\$7,350 in state \$11,025 out of state
Stockbridge School of Agriculture (UMass)	<ul style="list-style-type: none"> • Arboriculture and Community Forest Management • Equine Management • Landscape Contracting 	Credit for military	\$14,971 in state \$25,267 from New England

	<ul style="list-style-type: none"> • Sustainable Food and Farming • Sustainable Horticulture • Turfgrass Management 		(May be cheaper, depending upon program)
Vermont Technical College	<ul style="list-style-type: none"> • Agribusiness Management Tech • Dairy Farm Management • Landscape Design • Sustainable Horticulture • Equine Studies • Construction Management • Architectural & Building Engineering Technology 	<p>Dual Enrollment Concurrent Enrollment</p> <p>In regards to equine: Pre-determined set of skills which students have to be proficient in at 80% success minimum. Students must arrange for their own transportation to and from the equine center. They are encouraged to carpool.</p> <p>2 hours of activity weekly (riding, etc.) Riding and driving methods. Students progress at their own pace. Four semesters must be completed.</p>	<p>\$17,280 in state \$33,056 out of state</p>
New England Institute of Technology, Rhode Island	<ul style="list-style-type: none"> • Civil Engineering Technology • Veterinary Technology 	Can graduate in three semesters	\$27,000
Paul Smith's College	<ul style="list-style-type: none"> • Arboriculture and Landscape • Baking & Pastry Arts • Culinary Arts • Forestry • Surveying Technology 		<p>\$28,420</p> <p>Aggressive financial aid packages; we are told NH residents get scholarships to match UNH tuition</p>

Culinary Institute of America	<ul style="list-style-type: none"> Culinary Arts or Baking 		\$29,380
SNHU	<ul style="list-style-type: none"> Culinary Arts or Baking 		\$30,756
Johnson and Wales University	<ul style="list-style-type: none"> Culinary Arts or Baking 		\$32,091
Wentworth Institute of Technology, Boston MA	<ul style="list-style-type: none"> Building Construction Management 	<p>Also Certificates:</p> <ul style="list-style-type: none"> Construction Building Information Management Supervisor License Prep Professional Land Surveyor Management Construction Projects <p>Workforce training:</p> <ul style="list-style-type: none"> Electrician AutoCAD Welding 	\$32,500
Becker College Worcester, MA	<ul style="list-style-type: none"> Veterinary Technology Animal Care <p>BS Veterinary Technology also offered (4 year program)</p>	<p>77% VTNE pass rate but only 14% of graduates took test; Long time full service teaching clinic on campus</p>	\$34,080
Mt. Ida	<ul style="list-style-type: none"> Veterinary Technology <p>BS Veterinary Technology adds 1 year of clinical internships to AA degree</p>	<p>67% VTNE pass rate 6 required internships</p> <p>Kennel on campus with beagles and cats new teaching clinic on campus</p>	<p>\$34,200 Merit awards are typically \$15K-27K/year 3 year program – 92 credits 98% of students receive AID</p>

Below are a few others schools from far away or that have interesting information			
Flathead Valley Community College - Montana	Associate of Applied Science in Integrated Agriculture Science	This was chosen because it was the only associate program with a similar name to IAM...there are many master's degree programs with the name Integrated Agriculture	In-District \$5987/year Different tuition for out of district in-state and out of state
North Carolina State – Raleigh – Agricultural Institute – a bit hard to find on their website, but it is there....similar to what TSAS has faced sometimes in the past.	<ul style="list-style-type: none"> • Similar to UNH, in that it is a major 4 year university, offering associate degrees – including: <ul style="list-style-type: none"> • Agribusiness Management • Field Crops Technology • General Agriculture • Livestock and Poultry Management • Horticultural Science Management <ul style="list-style-type: none"> ○ Ornamentals and Landscape Technology Concentration ○ Small Scale Farming Concentration • Turfgrass Management 		In- State - \$9,058 Out of State - \$27,400

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Animal Behavior College, online	<ul style="list-style-type: none">• Vet Assistant• Grooming		\$11,300 online