In 2010, UNH presented a new 10-year strategic plan, “The University of New Hampshire in 2020,” a blueprint created by hundreds of faculty, staff, students and community members that is guiding the university’s success amid the rapidly-growing challenges facing higher education. The plan has helped shape remarkable achievements in academics, research, philanthropy and outreach, and across UNH’s campuses in Durham, Manchester and Concord.

Here are a few accomplishments inspired by its Five Requisites for Change and 10 Academic Initiatives:

- The opening of the Peter T. Paul College of Business and Economics
- The creation of the UNH School of Law
- The launch of the UNH School of Marine Science and Ocean Engineering
- The launch of the Carsey School of Public Policy
- The expansion of UNH Manchester into the Pandora Mill building
- The creation of UNH Innovation for research commercialization resources
- Expanded global reach through foreign student enrollments, study-away programs, faculty exchanges, visiting scholars, and arts and cultural programs

In his February 2014 State of the University address, President Mark W. Huddleston called for a renewal of the strategic plan 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. Leading this effort were Provost and Vice President for Academic Affairs Lisa MacFarlane and Vice President for Finance and Administration Dick Cannon.

To direct the renewal, President Huddleston outlined:

**Five Areas of Focus**

- Innovation and a Well-Trained Workforce through STEM Education
- Complete a Successful Fundraising Campaign through Advancement
- Strengthen the UNH Brand
- Strengthen and Diversify Enrollment
- Deepen Research and Commercialization
The Strategic Plan Steering Committee conducted a comprehensive survey of the university community from June through September 2014. Based on the findings and analysis, and considering more recent ideas and initiatives being pursued at UNH and the University System of New Hampshire, the committee created its recommendations for updating, reorganizing and refreshing the strategic plan.

Replacing the original **Five Requisites for Change** are:

*Six Visions and Values*

- A Deep Commitment to Interdisciplinarity
- A Broadened Definition of Scholarship
- An Enterprising Spirit
- A Budget System Aligned with Strategic Priorities
- A Culture of Inclusion and Diversity
- A Commitment to Sustainability

In place of the **10 Strategic Initiatives** are:

*Five Strategic Academic Initiatives*

- Interdisciplinary Schools and Academies
- A Learning Centered Environment for the 21st Century
- Research, Scholarship, and Creative Activity
- Leveraging UNH’s Intellectual Capital
- Partnering for Life: Expanding and Deepening UNH’s Strategic Partnerships

The following report details both the process and rationale involved in developing the strategic plan renewal. It also outlines innovative “next steps” that will be used to create pragmatic and programmatic changes needed to realize the renewed plan’s initiatives.
In the State of the University address (2/4/14), President Mark W. Huddleston charged Provost and Vice President for Academic Affairs Lisa MacFarlane and Vice President for Finance and Administration Dick Cannon with assessing and updating the Strategic Plan: UNH in 2020.

“So today, I call upon the university community to come together again and renew our Strategic Plan. Which of the commitments we made in 2009 have we fulfilled? Which are no longer germane? What new commitments do we need to make? To answer these questions, I will ask Provost Lisa MacFarlane and other senior leaders to construct a transparent and inclusive but expeditious process to update our plan. Once launched later this semester, I urge everyone in the UNH community to take an active role, and to engage and challenge one another with your ideas, vision and questions”.

President Huddleston identified five areas of focus for the strategic plan renewal:

**ADVANCE A WELL-TRAINED WORKFORCE THROUGH STEM EDUCATION**

To meet the growing demand for STEM (science, technology, education and math) talent in the rapidly-changing global economy, UNH will increase its efforts to attract, and support a diverse group of undergraduate and graduate students from New Hampshire, the nation and around the world to study in STEM disciplines, with strong grounding in the arts and humanities. These efforts include outreach to K-12 public schools both locally and broadly across the United States, and partnerships with the Community College System of New Hampshire (CCSNH), University System of New Hampshire (USNH) institutions and businesses.

**COMPLETE A SUCCESSFUL FUNDRAISING CAMPAIGN**

Continue progress towards a comprehensive fundraising campaign, including efforts to build capacity within UNH Advancement.

**STRENGTHEN THE UNH BRAND**

Deploy an aligned message and a distinctive brand to strengthen UNH’s position as a leading public research university in New England markets and beyond.
STRENGTHEN AND DIVERSIFY ENROLLMENT

As the University of Choice for students, UNH fosters a community commitment to engaging youth in ongoing summer programming and building capacity to support offerings in all subject areas across the university. Continued focus and investment in infrastructure enhancements support the university’s goal of improved student experience and retention.

DEEPEN RESEARCH AND COMMERCIALIZATION

Improve UNH’s national ranking as a research institution by increasing grant and contract proposals, licensing opportunities, invention disclosures and royalty revenues; continuing an emphasis on increasing the dissemination and use of UNH research.

Several steps were taken to address President Huddleston’s charge to refresh the Strategic Plan:

1. **May 15, 2014:** Original members of the Strategic Plan Steering Committee met along with several new members (replacing members who had left). For a list of committee members, CLICK HERE. The committee decided to conduct a swift and wide-reaching environmental scan of the UNH community, gathering perceptions of how we believed our subsequent achievements were situated in relation to the Strategic Plan goals established in 2010. The committee developed a Qualtrics survey, and sent it to the entire UNH community on all three campuses in June, and again in August and September.

2. **Sept 17, 2014:** The committee reconvened to discuss survey participation and findings, and to shape further data analyses.

3. **Oct 24, 2014:** The committee met to begin drafting the report. Based on the survey results, the committee discussed the need to revise the Strategic Plan, making it more coherent and comprehensible to key stakeholders. Furthermore, the committee believed there was a genuine need to respond to emerging challenges in higher education cited by survey respondents. These include, but are not limited to, increases in: the cost of higher education, competition for research funds and competition to attract a shrinking pool of student applicants; as well as the need to meet the statewide mandate to increase STEM graduates to support the region’s growing high-tech sector.
The survey reported a 16% (N = 816) overall response rate (36% from faculty; 58% PAT/OS; 6% other), and responses were remarkably consistent across roles. However, significant differences in responses were found based on familiarity with the Strategic Plan. Survey analysis revealed that 15% of respondents reported being very familiar with all the elements of the Strategic Plan, 63% were partially familiar with the components and 22% were not familiar at all. Respondents who were familiar with the goals of the Strategic Plan generally responded more favorably to the areas of focus and initiatives.

In the broadest sense, the majority of respondents who were familiar with the Strategic Plan felt that the “Requisites for Change” and the “Five Areas of Focus” attributes of the Strategic Plan reflected the right values and areas in which to place our efforts at UNH. This held true for some of the strategic initiatives as well, but not all. The UNH community recognized many accomplishments over the past four years, all of them aligned in some way with Strategic Plan initiatives. A number of comments made by respondents reflected a desire to further align the strategic initiatives with the university’s areas of focus, financial resources and its historic land-, sea- and space-grant missions. Still others commented that what was designated as an initiative (e.g. Inclusive Excellence), was really a value and a guiding principle for UNH. Still others believed that the Strategic Plan did not place enough emphasis on student-centered academic programs, including those focused on student outcomes and career planning, nor on the value of individual community members.

In response to both the information gathered during this refresh and challenges that have emerged over the past four years, the Steering Committee attempted to consolidate accomplishments in a way that allows for a more coherent view of our collective progress in implementing the Strategic Plan. What follows reflects both small and substantial changes, primarily in reorganizing and better defining the initiatives.
The University of New Hampshire is the state’s flagship 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 federally recognized land-, sea- 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 its emergence over the past decade as a significant research institution. The dedication of faculty to the highest academic standards infuses all we do with the excitement of discovery.
The University of New Hampshire in 2020: version 2.0

**SIX VISIONS AND VALUES**
1. A deep commitment to interdisciplinarity
2. A broadened definition of scholarship
3. An enterprising spirit
4. A budget system aligned with strategic priorities
5. A culture of inclusion and diversity
6. A commitment to sustainability

**TEN STRATEGIC ACADEMIC INITIATIVES**
1. Interdisciplinary Schools and Academies
2. Learning-Centered Environment
3. Internationalizing UNH
4. Independent Research and Scholarship
5. Commercializing UNH's Intellectual Capital
6. Partner for Life
7. Inclusive Excellence
8. Research Leveraging
9. Learning Portal
10. New Ventures Fund

**FIVE STRATEGIC ACADEMIC INITIATIVES**
1. Interdisciplinary Schools and Academies
2. A Learning Centered Environment for the 21st Century
3. Research, Scholarship and Creative Activity
4. Leveraging UNH's Intellectual Capital
5. Partnering for Life: Expanding and Deepening UNH's Strategic Partnerships
1. A Deep Commitment to Interdisciplinarity

Most of the challenges facing society in the 21st century demand thinking beyond the boundaries of any one academic discipline. Sustaining our health and that of our planet; reducing hunger and poverty; inspiring a new generation with words, images and performances; building bonds of common accord among different nations and cultures: all these require synthesizing knowledge from different fields of study. While colleges and universities routinely affirm the need for interdisciplinary approaches to address complex societal problems, too often we encounter both structural and cultural impediments to effective collaboration among faculty, students and staff, and across academic units. We commit to encouraging and rewarding collaborative work in all its manifestations, across all dimensions of our institution.

2. A Broadened Definition of Scholarship

Although we frequently assert that the three main elements of the university’s mission of research, teaching and engagement are intertwined, we too rarely embrace real integration in practice. Through this Strategic Plan, we will be a national leader in the emerging effort to create a genuinely seamless understanding of scholarship; one that affirms the essential interconnectedness of teaching, research and engagement.

3. A Culture of Inclusion and Diversity

UNH values, and is deeply committed to, enhancing and supporting an inclusive and diverse community of faculty, staff and students. We recognize the need to be open to innovative, nontraditional and highly proactive strategies that can contribute to the results we seek in our initiative of “Making UNH More Inclusive.” At the same time, we will look for ways to increase UNH’s engagement internationally through curriculum, research, service and engagement.

4. An Enterprising Spirit

To prosper in a world of change is to be nimble, adaptive, imaginative and flexible. UNH promotes collaboration, flexible thinking about time and how people work and study, and the ability to respond quickly to new challenges, demands and opportunities. In all its component parts and in all its activities, UNH must embody an enterprising spirit ready to seize promising opportunities, adopt fresh perspectives, serve new constituencies, tackle pressing social problems, reward innovation and recognize untapped markets. Practicing and teaching with a spirit of enterprise will help prepare our graduates to be purposeful leaders and cultivate among our faculty and staff the capacity to be highly effective partners in collaborative efforts on and off campus.
5. A Budget System Aligned with Strategic Priorities

Achieving the goals of our Strategic Plan will require that the university realign responsibilities and opportunities with available resources. The first step in this process will ensure that the university’s financial and budgeting systems support the strategic directions this plan sets forth. UNH needs a budgeting system flexible enough to respond to promising new initiatives, both within and across the university’s academic units. Where our current budget system fails to promote the goals of our Strategic Plan, we must make appropriate adjustments.

6. A Commitment to Sustainability

UNH is world-renowned for its leadership in the “greening” of American higher education and its work in organic agriculture, eco-gastronomy, environmental engineering and global climate change: https://sustainableunh.unh.edu/about-us. The university’s innovative and collaborative work in sustainability lies at the intersection of the sciences, humanities and engineering. We define sustainability as what sustains us as diverse people and communities, from clean air and water to healthcare, education and art. We must make decisions in our individual and collective lives with this big picture in mind. Sustainability involves maintaining the long-term health of biodiversity, climate, food and culture and in all areas where these four systems interact.
1. **Interdisciplinary Schools and Academies**

We are committed to supporting new interdisciplinary initiatives and exploring optimal organizational structures for such ventures. These interdisciplinary initiatives will allow faculty members across a wide range of backgrounds and experiences to broaden their areas of inquiry and pedagogy, and to build working relationships and academic programs that will express strengths at UNH, and deliver a robust and dynamic liberal arts education to our students. Four targets were identified in the 2010 Strategic Plan: School of Marine Science and Ocean Engineering; School of Public, Community and International Service; School of Earth System Science; and the Sustainability Institute.

**Area(s) of focus:**

- INNOVATION AND A WELL-TRAINED WORKFORCE THROUGH STEM EDUCATION
- STRENGTHEN UNH BRAND
- STRENGTHEN AND DIVERSIFY ENROLLMENT
- RESEARCH AND COMMERCIALIZATION
- COMPLETE A SUCCESSFUL FUNDRAISING CAMPAIGN

**Next steps:** *Continue to build forward-thinking interdisciplinary programs.*

- **a.** Encourage the establishment of interdisciplinary schools and academies that allow faculty members and students across a wide range of backgrounds and experiences to broaden their areas of inquiry and pedagogy, and build working relationships and academic programs that will express hidden strengths at UNH and deliver a better education to our students. Current models include the School of Marine Science and Ocean Engineering, the Carsey School of Public Policy, the Center for Humanities, Prevention Innovations Program, as well as several interdisciplinary majors (e.g., Neuroscience, Justice Studies, Development Policy and Practice, Natural Resources and Environmental Studies, Ecogastronomy etc.).

- **b.** Assure a resource allocation structure that provides financial incentives to support interdisciplinary programming.

- **c.** Collect and disseminate data on effectiveness.

- **d.** Publicize the benefits of interdisciplinary programs.

- **e.** The Carsey School of Public Policy is an example of a major initiative that depended on philanthropy, and new initiatives will require private support at least in the launch phases.
2. **A Learning Centered Environment for the 21st Century**

The education our future demands depends on intellectual experiences that are enriched and augmented by travel, research, engagement, technology, professional experience, and integrating general education with areas of specialization. We commit to extending our support for this integration and those opportunities by providing interdisciplinary classes, large and small, from the first-year through graduate studies; enhancing collaborations among academic units and student affairs; providing faculty and staff development and training; providing educational opportunities to non-formal audiences through professional certificates and Cooperative Extension education, and providing increased funding for student research, travel, and curricular opportunities.

**Area(s) of focus:**

- STRENGTHEN AND DIVERSIFY ENROLLMENT
- INNOVATION AND A WELL-TRAINED WORKFORCE THROUGH STEM EDUCATION
- STRENGTHEN UNH BRAND
- COMPLETE A SUCCESSFUL FUNDRAISING CAMPAIGN

**Key accomplishments:**

**Next steps: Two major areas**

1. **Foster learning-centered environments that enrich and assess the learning experiences of undergraduate and graduate students through inquiry-oriented pedagogy, challenging curriculum, research and creative opportunities, experiential learning and diverse perspectives.**
   
   a. Develop innovative introductory level courses and laboratories, multi-disciplinary clusters of Discovery courses; new ways of bringing faculty research expertise into the classroom; innovative capstone experiences; increased international opportunities for students; and faculty community and development opportunities.
   
   b. Pilot new course structures that make different use of the current semester system. Examples could include block scheduling, co-enrollment of linked courses, classes taught in non-peak times, and the enhanced use of hybrid courses and other technologies.
   
   c. Follow recommendations from the UNH Panel on Teaching and Learning (convened in fall 2014) to create mechanisms for supporting teaching and learning activity both on campus and community wide.
   
   d. Provide more opportunities for both graduate students and undergraduates, in classrooms, laboratory, and field projects. Of particular interest are enhanced opportunities for graduate students and new Discovery courses that showcase UNH research and creative works for lower-division students.
   
   e. Continue to leverage academic technology for the enhancement of learning-centered environments.
   
   f. Evaluate the status of new or proposed programs and agreements, such as safety and security agreements...
for international study and citizen protection.
g. Provide increased fundraising for student research, travel and curricular opportunities.

2. Enrich the academic and intellectual lives of our students by making UNH curricula and research more flexible, more creative, more accessible and more affordable – the University of Choice.

a. Infuse cutting-edge technology into all research and learning endeavors (e.g. learning portal; eUNH).

b. Utilize our status as a research-intensive university to recruit a diverse population of both undergraduate and graduate students who will succeed by participating in engaged and high-impact academic and research experiences.

c. Provide increased financial and educational supports for international, first generation, and minority students, especially as demographics of admitted students change, in order to enhance academic achievement, foster persistence to degree completion, and facilitate career choice.

d. Increase access to high-impact learning experiences, as defined by the Association of American Colleges and Universities (AAC&U), to all students. [http://www.aacu.org/sites/default/files/files/hip_tables.pdf](http://www.aacu.org/sites/default/files/files/hip_tables.pdf)

e. Develop greater student access to current and new STEM programs and contribute to the statewide goal of increasing the number of STEM graduates to meet workforce demand.

f. Build greater opportunities across all disciplines for career planning and internships.

g. Promote greater opportunities for international travel, study away and exposure to real-world issues and problems.

h. Increase international student access and international institutional partnerships.

3. Research, Scholarship and Creative Activity

Scholarship at UNH is embodied through research and creative achievements by faculty and students working either alone or in collaboration with others, and within and across the boundaries of current disciplines. UNH is on the cusp of becoming a nationally recognized “Research Very High University” and will reach this goal with continued emphases on graduate education and research fellowships and assistantships, early career awards, NSF EPSCoR applications (Experimental Program to Stimulate Competitive Research; NIH COBRE grant applications (NIH Centers of Biomedical Research Excellence; and ongoing efforts to support research across multiple federal, state and private agencies.

Area(s) of focus:

STRENGTHEN THE UNH BRAND
STRENGTHEN AND DIVERSIFY ENROLLMENT
DEEPEN RESEARCH AND COMMERCIALIZATION
COMPLETE A SUCCESSFUL FUNDRAISING CAMPAIGN
Next steps:

a. Enhance research and creative work in areas of known excellence and advance future research and creative endeavors in areas of promise.

b. Aim for national and international recognition of scholarship in the arts and sciences.

c. Promote civically engaged research that melds teaching, research and outreach.

d. Expand the range of education and training opportunities for UNH researchers and partners.

e. Continue to offer programs focused on research, research compliance, grant seeking, grants management, intellectual property and commercialization.

f. Continue to support programs that facilitate student-faculty collaborations in research, scholarship and creative activity including the Undergraduate Research Conference.

g. Private funding of research and scholarship is vital to our success, and the research opportunities we provide help motivate donors.

4. Leveraging UNH’s Intellectual Capital

This initiative focuses on bringing UNH researchers, scholars, students, businesses and communities together to transform inventions and discoveries into innovations, and creating mechanisms that make it easier to commercialize, and/or share, UNH intellectual capital. This initiative also has the capability to expand basic and applied research funding through collaborative private-public partnerships. The creation of such supporting infrastructure will provide an environment designed to inspire and advance the vision and goals of university centers, researchers and educators by serving as a conduit to the community, including external business.

Area(s) of focus:

INNOVATION AND A WELL-TRAINED WORKFORCE THROUGH STEM EDUCATION
COMPLETE A SUCCESSFUL FUNDRAISING CAMPAIGN THROUGH ADVANCEMENT
STRENGTHEN THE UNH BRAND
DEEPEN RESEARCH AND COMMERCIALIZATION

Next steps:

a. Continue to identify ways to leverage the intellectual capital of the university to help make a meaningful difference in the lives of people across the state, the nation and world.

b. Leverage overall research strength at UNH to identify and capture research funding.

c. Support process models that translate research into applied practices that serve society (e.g. UNH Interoperability Lab; NH Social Venture Innovation Challenge Awards).

d. Encourage collaborative as well as independent research.
e. Continue to smooth pathways for dissemination of research, including commercialization and outreach programs.

f. Increase and stabilize funding for both faculty and students for travel, assistance, summer support and internal
g. Expand research funding through collaborative private-public partnerships.

h. Expand opportunities for entrepreneurship in the curriculum and support students and faculty with prototype development, licensing and start-up capacity.

5. Partner for Life: Expanding and Deepening UNH’s Strategic Partnerships

As a land-, sea- and space-grant university, UNH produces, conveys and applies knowledge to address challenges of global scale and consequence. Still, New Hampshire citizens remain one of the university’s most important constituencies. Understanding that our continued vitality depends on the good will and support of the state’s people and their elected officials, UNH will strengthen existing outreach initiatives such as those of the Carsey School of Public Policy, Institute on Disability, Institute for Health Policy and Practice, Cooperative Extension and the Joan and James Leitzel Center, and develop new engagement initiatives that reinforce the university’s role as a Partner for Life with New Hampshire citizens.

Today, we are becoming nationally known in the emerging effort to create a genuinely seamless understanding of scholarship, one that affirms the essential interconnectedness of teaching, research and engagement. [E.g., UNH’s Lakes Lay Monitoring Program (Center for Freshwater Biology) was a recipient of the 2014 Engagement Scholarship/W.K. Kellogg Foundation Engagement Award; Research and Engagement Academy recognized as a national model, with inquiries from across the country regarding how to replicate the model; national presentations from the office of the Senior VP for Engagement and Academic Outreach).

The goal of the Partner for Life initiative is one that seeks to make the university a relevant part of the lives that it touches on a daily basis and to open avenues that make UNH the University of Choice for a diverse group of students, including those off-campus, and non-formal audiences. This initiative seeks to develop closer relationships across wide constituencies, including those in business, education, technology, agriculture, health and social services in order to garner additional support for its activities. It seeks to create a stronger bond with the citizens of New Hampshire and our alumni in order to continue to earn their support. Finally, it seeks to create real value that is worthy of support by taking on the role of a partner that is uniquely positioned to assist the efforts of its stakeholders throughout their lifetimes.

Area(s) of focus:

INNOVATION AND A WELL-TRAINED WORKFORCE THROUGH STEM EDUCATION
COMPLETE A SUCCESSFUL FUNDRAISING CAMPAIGN
STRENGTHEN UNH BRAND
STRENGTHEN AND DIVERSIFY ENROLLMENT
RESEARCH AND COMMERCIALIZATION

Next Steps:

a. Continue public promotion of UNH’s strengths with a clear focus on why UNH would be the University of Choice for qualified students and a Partner for Life for students and members of local and global communities.

b. Continue to build programs that deepen our involvement in New Hampshire K-12 public education and introduce K-12 students to UNH as a University of Choice; similar to UNH Manchester’s STEM Discovery Lab, and Cooperative Extension’s K-12 UNH-University of
Choice pipeline project.

c. Continue efforts in determining and enhancing the future economic success of New Hampshire.

d. Create a public infrastructure that transcends the ability of individual municipalities to support activities that are important to developing a well-rounded lifestyle and contribute to the overall quality of life.

e. Work with community agencies, schools and other partners to help address social, health, ethical, and economic problems facing New Hampshire citizens.

f. Develop educational opportunities that attract non-traditional students in order to increase the feeling of connectedness between New Hampshire and the exciting programs offered by UNH.

g. Continue to promote outreach efforts by UNH faculty in broadly sharing intellectual and creative accomplishments.

Summary Recommendations: As logical next steps, UNH should:

- Establish Strategic Plan assessment mechanisms, including metrics and a “check-in” timeline, for determining the effectiveness of the Strategic Plan implementation and implementations of its concomitant initiatives and action plans.

- Increase/update the technological infrastructure and use of technology for targeted data collection/analysis/display; information dissemination/promotion; support of research, curriculum and instruction; student recruitment.

- Ensure that all responsibility-centered management (RCM) units as well as other academic and operational units, reference the *UNH in 2020, Version 2.0 Strategic Plan* in each of their own strategic plans.