



# Board Meeting

March 21, 2025

UNH - Durham - Memorial Union Building - Strafford Room

Durham

# University System of New Hampshire

2025 March 21 - Board Meeting

Board of Trustees Agenda

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## I. Schedule of Events and Parking Information

- A. Schedule of Events 2025-03-20-21.pdf - 4
- B. Directions and Parking.pdf - 6
- C. Olson Center Directions (Thursday Reception/Dinner) - 9

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## II. Zoom Meeting Information

Meeting URL: <https://unh.zoom.us/j/97685167605>  
Or Telephone:  
Dial: + 1 312 626 6799 (US Toll)  
Meeting ID: 976 8516 7605

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## III. Call to Order

- A. Determination of a quorum sufficient for the conduct of business
- B. Take attendance of all meeting participants

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## IV. Chair's Welcome & Remarks

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## V. Consent Agenda

- A. Approval of the Minutes  
MOVED, that the Board of Trustees approve the minutes of the meeting held on October 24-25, 2025 be approved as presented.

- 1. Meeting Minutes of October 24-25, 2024 - 10

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## VI. CAO Update

Cathy  
Provencher

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## VII. Presidents Reports

- A. Presidents Reports 2025-03-20 - 15

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## VIII. Presentations

- A. How Trustees Can Show "Care" in Institutional Decision-Making
  - 1. How Trustees Can Show "Care" in Institutional Decision-Making - 21

Chad  
Pimentel,  
General  
Counsel

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## IX. Committee Reports

- A. Educational Excellence Committee
  - 1. UNH Appointments with Tenure  
MOVED, on recommendation of President Chilton and the Educational Excellence Committee, that the Board of Trustees approve the appointment of one individual with the rank of professor with tenure at the University of New Hampshire, as presented in the supporting material. (Educational Excellence Committee materials)
- B. Audit Committee
- C. Governance Committee

- D. Investments and Capital Planning Committee
- E. Financial Affairs Committee
- F. Nominations Committee

12:00 pm

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**X. Lunch**

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**XI. OPEN BOARD DISCUSSION**

12:30 - 1:00  
pm

A. PSU Discussion Regarding Program Changes

1:00 - 2:00 pm

B. Presidents' Council Strategic Work Update

1. CEO Systemwide Goals Update - 28

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**XII. Wrap-up and Next Steps**

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**XIII. Adjourn**

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**Committee & Business Meetings  
University of New Hampshire  
Memorial Union Building**

**March 20-21, 2025**

**Hotel** – Three Chimneys Inn, 17 Newmarket Road, Durham, NH;  
Holiday Inn Express, 2 Main Street, Durham, NH (I have notified you if your reservation is here)

**Parking** – C Lot – Campus Crossing (Mill Road) – If you have a Trustee permit, please use that, if you do not, then use code **6420 for Thursday** and **6420 for Friday**, the permit to be displayed on your dashboard.

**WiFi** – UNH-Events / Password: Welcome2UNH!

**Staff workroom** – MUB 237

**Schedule of Events**

**Thursday, March 20 – Memorial Union Building**

8:00 am – 8:30 am	Breakfast - <i>Room 237</i>
8:30 am – 10:30 am	Educational Excellence Committee - <a href="https://unh.zoom.us/j/96399612558">https://unh.zoom.us/j/96399612558</a> <i>Strafford Room</i>
10:30 am – 10:45 am	Break
10:45 am – 12:15 pm	Audit Committee - <a href="https://unh.zoom.us/j/98945986788">https://unh.zoom.us/j/98945986788</a> <i>Room 338</i>
10:45 am – 12:15 pm	Governance Committee - <a href="https://unh.zoom.us/j/93291690628">https://unh.zoom.us/j/93291690628</a> <i>Room 330</i>
10:45 am – 12:15 pm	Investments and Capital Planning Committee Session 1 - <a href="https://unh.zoom.us/j/91952545732">https://unh.zoom.us/j/91952545732</a> <i>Strafford Room</i>
12:15 pm – 1:00 pm	Lunch <i>Room 334/336</i>
12:15 pm – 12:45 pm	Nominations Committee <i>Room 304</i>
1:00 pm – 2:45 pm	Investments and Capital Planning Committee Session 2 - <a href="https://unh.zoom.us/j/94989850726">https://unh.zoom.us/j/94989850726</a> <i>Strafford Room</i>
2:45 pm – 3:00 pm	Break
3:00 pm – 5:30 pm	Financial Affairs Committee - <a href="https://unh.zoom.us/j/94634556996">https://unh.zoom.us/j/94634556996</a> <i>Strafford Room</i>
5:30 pm – 8:00 pm	Reception/Dinner <i>Olsen Center</i>

**Friday, March 21 – Memorial Union Building**

8:00 am – 8:30 am	Breakfast – <i>Room 237</i>
8:30 am – 9:30 am	Host Campus Presentation – President Chilton - <a href="https://unh.zoom.us/j/95735386157">https://unh.zoom.us/j/95735386157</a> <i>Strafford Room</i>
9:30 am – 9:45 am	Break
9:45 am – 12:00 pm	Board Meeting - <a href="https://unh.zoom.us/j/97685167605">https://unh.zoom.us/j/97685167605</a> <i>Strafford Room</i>
12:00 pm – 12:30 pm	Lunch Break
12:30 pm – 2:00 pm	Board Meeting



# University of New Hampshire

## **Directions to Campus Crossing Visitor Lot & Holloway Commons: 3 Mill Road, Durham, NH 03824**

**From Boston, Massachusetts and points South:** Take I-95 North to Exit 4 (NH Lakes & Mountains/Spaulding Turnpike-Routes 4 & 16). Continue North about 5 miles to Exit 6W for Route 4 West to Durham and Concord. Follow Route 4 West to exit for Route 155A. Turn left at end of exit ramp. This turns into Main Street at UNH. Go through one set of lights and down a small hill. Holloway Commons will be on your right as you proceed down the hill.

**Campus Crossing Visitor Lot:** Proceed past Holloway Commons and take the 2<sup>nd</sup> right onto Mill Road. Take the 2<sup>nd</sup> right into the entrance for the Campus Crossing Visitor Lot.

**From Portland, Maine and points North:** Take I-95 South, over the Maine-NH bridge and take Exit 5, which turns into Spaulding Turnpike Route 16 North. Continue North about 5 miles to Exit 6W for Route 4 West to Durham and Concord. Follow Route 4 West to exit for Route 155A. Turn left at end of exit ramp. This turns into Main Street at UNH. Go through one set of lights and down a small hill. Holloway Commons will be on your right as you proceed down the hill.

**Campus Crossing Visitor Lot:** Proceed past Holloway Commons and take the 2<sup>nd</sup> right onto Mill Road. Take the 2<sup>nd</sup> right into the entrance for the Campus Crossing Visitor Lot.

**From Concord, NH and points West:** Follow Route 4 East to exit for Route 155A. Turn right at end of exit ramp. This turns into Main Street at UNH. Go through one set of lights and down a small hill. . Holloway Commons will be on your right as you proceed down the hill.

**Campus Crossing Visitor Lot:** Proceed past Holloway Commons and take the 2<sup>nd</sup> right onto Mill Road. Take the 2<sup>nd</sup> right into the entrance for the Campus Crossing Visitor Lot.

**From Manchester, NH and points Southwest:** Take Route 101 East to Exit 7 for Route 125 North. Pick up Route 4 East at the Lee, NH traffic circle. Take Route 155A exit and turn right at the end of the exit ramp. This turns into Main Street at UNH. Go through one set of lights and down a small hill. Holloway Commons will be on your right as you proceed down the hill.

**Campus Crossing Visitor Lot:** Proceed past Holloway Commons and take the 2<sup>nd</sup> right onto Mill Road. Take the 2<sup>nd</sup> right into the entrance for the Campus Crossing Visitor Lot.

### **PARKING PERMIT INFORMATION**

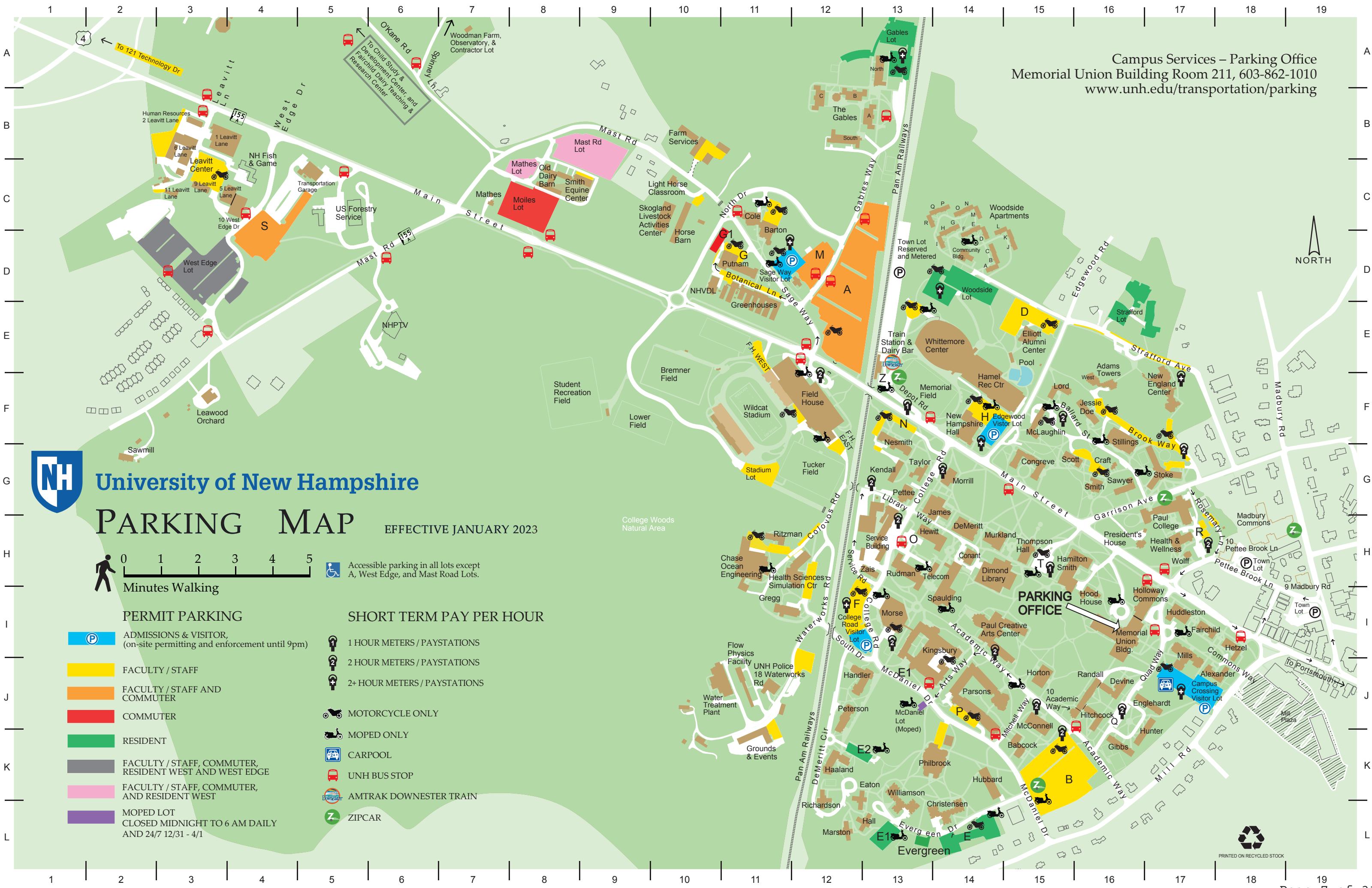
#### **PARKING PERMIT INFORMATION**

Your reservation has been made and your code is **6420 / if you have a Trustee permit, please use that instead.**

Please go to the parking kiosk and do the following:

1. Hit the coupon button and enter this code and then hit enter.
2. Once the code is verified, hit the Green button and the permit will print out.
3. Display the permit face-up on the vehicle's driver's-side dash.

**Please call UNH-Conferences and Catering at 603.862.1900 if you have questions.**



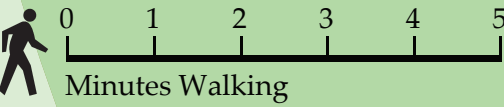
Campus Services – Parking Office  
Memorial Union Building Room 211, 603-862-1010  
[www.unh.edu/transportation/parking](http://www.unh.edu/transportation/parking)



# University of New Hampshire

## PARKING MAP

EFFECTIVE JANUARY 2023



Accessible parking in all lots except A, West Edge, and Mast Road Lots.

- ### PERMIT PARKING

  - ADMISSIONS & VISITOR, (on-site permitting and enforcement until 9pm)
  - FACULTY / STAFF
  - FACULTY / STAFF AND COMMUTER
  - COMMUTER
  - RESIDENT
  - FACULTY / STAFF, COMMUTER, RESIDENT WEST AND WEST EDGE
  - FACULTY / STAFF, COMMUTER, AND RESIDENT WEST
  - MOPED LOT CLOSED MIDNIGHT TO 6 AM DAILY AND 24/7 12/31 - 4/1
- ### SHORT TERM PAY PER HOUR

  - 1 HOUR METERS / PAYSTATIONS
  - 2 HOUR METERS / PAYSTATIONS
  - 2+ HOUR METERS / PAYSTATIONS
  - MOTORCYCLE ONLY
  - MOPED ONLY
  - CARPOOL
  - UNH BUS STOP
  - AMTRAK DOWNESTER TRAIN
  - ZIPCAR



# KEY TO PARKING LOTS

**Commuters Only Lots** - Commuter permit required.  
Commuter Permits are sold to qualified students who live a mile or more off campus.

G1 Lot	D10
Moiles Lot	C8

**Faculty/Staff Lots** - F/S Permit required.  
Faculty/Staffpermits are sold to qualified employees of UNH.

B Lot	K15	G Lot	D11
Barton	C11	H Lot	F14
Brook Way	F16	Leavitt Lane 1 & 2	C3
D Lot	E15	N Lot	F13
F Lot	I12	P Lot	J14
Field House East	G12		
Field House West	E11		

**Resident Lots** - Lot specific permits required.  
resident permits are sold to qualified students living in campus Resident halls or campus apartment housing.

E Lot	L14	Gables Lot	A13
E1 Lot	L13	Strafford Lot	E16
E2 Lot	K12	Woodsides Lot	D14
Evergreen Lot	L13		

**Mixed Use Lots** - appropriate permit required.  
These lots offer parking to multiple permit type holders, as indicated.

A Lot (commuters & fac/staff)	D12
M Lot (commuters & fac/staff)	D12
Mast Rd. & Mathes Lots (commuters, res west, fac/staff)	B9
S Lot (commuters & fac/staff)	D4
West Edge Lot (commuters, res west, fac/staff)	D3

## Visitor, Meter, Short Term and Specialized Lots

These lots have special permit/meter requirements and/or limited use.

Congreve Lot	G15	Q Lot	J16
Depot Road	F13	Sage Way Visitor	D11
Edgewood Rd. Visitor	G14	T Lot	H15
Campus Crossing Vis.	J17	Z Lot	F13
College Rd Visitor	I13	McDaniel Lot (Moped)	J13

Some smaller lots, buildings and on-street meters not listed. See map on reverse side.

# KEY TO BUILDINGS

Campus Service: Parking Office I16 Memorial Union Building Room 211, 603-862-1010

Adams Tower	F15	Farm Services	B10	Holloway Commons	I17	Memorial Union (MUB)	I16	Randall	J16
Admissions/Smith	G16	Field House	F12	Hood House	I16	Mills	I17	Richardson	L12
Alexander	J18	Figment	B2	Horse Barn	C10	Morrill	G14	Ritzman	H11
Alumni Center, Elliott	E15	Gables, The	B12	Horton	J15	Morse	I13	Rudman	H13
Amtrak Station	E13	Garage	C5	Hubbard	K14	Murkland	H14	Sawyer	G16
Babcock	K15	Gibbs	K16	Huddleston	I17	Nesmith	F13	Scott	G15
Barton	C11	Greenhouses	D11	Human Resources	B3	New England Center	F17	Service Bldg.	G13
Chistensen	L14	Gregg	I11	Hunter	K17	New Hampshire Hall	F14	Smith/Admissions	G16
Cole	C11	Grounds & Events	K11	James	G14	NHPTV	E6	Spaulding	I14
Conant	H14	Haaland Hall	K12	Jessie Doe	F16	Ocean Engineering	H11	Stillings	F16
Congreve	G15	Hall House	L13	Kendall	G13	Transit Center	D12	Stoke	G17
Craft	G16	Hamilton Smith	H16	Kingsbury	I14	Parsons	J14	Taylor	G13
Dairy Bar	F13	Handler Hall	J12	Leavitt Center	C3	Paul Creative Arts	I14	Telecom	H13
DeMeritt	H14	Health Sci. Simulation Ctr.	H11	Library, Dimond	H14	Paul College	G17	Thompson Hall	H15
Devine	J16	Health & Wellness	H17	Lord	F15	Peterson Hall	J12	Whittemore Center	E14
Eaton	L12	Heting Plant	H13	Marston	L12	Pettee Hall	G13	Williamson	L13
Englehardt	J17	Hetzel	I18	Mathes	C7	Philbrook	K13	Wolff	H17
Equine Center	C8	Hewitt	H13	McConnell	J15	President's House	H16	Woodside	D14
Fairchild	I17	Hitchcock	J16	McLaughlin	F15	Putnam	D11	Zais	H13



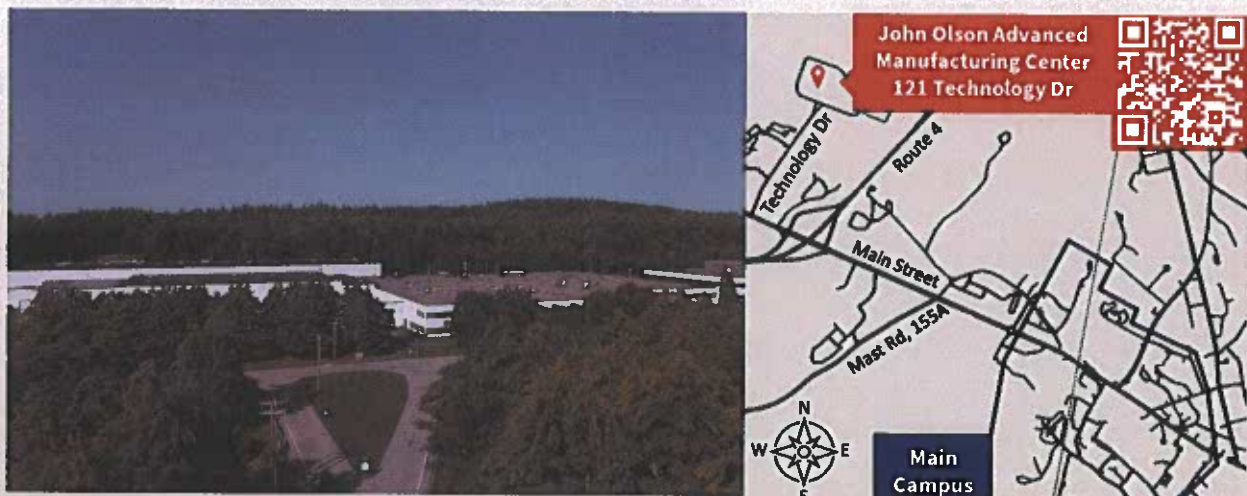


## University of New Hampshire John Olson Advanced Manufacturing Center



The street address for the Olson Center is 121 Technology Drive, Durham, NH 03824.

At the end of Technology Drive, there is a T in the road, and the parking lot is directly ahead. Turn left and take the next right to follow the road into the parking lot. The entrance to the building is the door to the right of the high bay garage doors.



[www.ceps.unh.edu/Olson-Center](http://www.ceps.unh.edu/Olson-Center)  
phone: 603-862-2962



## BOARD OF TRUSTEES OCTOBER 24-25, 2024 MEETING

Meeting Held at Keene State College  
Young Student Center, Keene, NH  
(October 24-25, 2024)

### Meeting Minutes (DRAFT for review and approval)

**In Attendance:** Trustees present at meeting location: Chair Mike Pilot, Vice Chair Kass Ardinger, Secretary Kevin Knarr, Donald Birx, Maureen Beauregard, Jamie Burnett, Elizabeth Chilton, MJ Condon, Ethan Dupuis, Jackie Eastwood, Frank Edelblut, Isabella Falcetti, Sen. James Gray, Cathy Green, George Hansel, Shawn Jasper, Kevin Knarr, Rep. Rick Ladd, Brian McCabe, Mackenzie Murphy, Peter Paul, Catherine Provencher, Wayne Semprini, Christiana Thornton, Melinda Treadwell, and David Westover. Trustees participating remotely: Joël Nkounkou. Trustees unable to attend: Patrick Griffin. Also in attendance: Governor's Office representative James Gerry.

**Call to Order:** At 8:31 am, Chair Pilot called the meeting to order and noted the presence of a quorum sufficient for the conduct of business.

**Chair's Remarks:** Chair Pilot welcomed the new trustees to their first business meeting and briefly reviewed the Board's discussions at its retreat. Those discussions included the need to meet students where they are, to work toward more efficient and integrated academic programs, and to rationalize the size of the System's physical plant. He also noted that the institutional presidents, provosts, and CFOs should be the source of ideas for how to do that work.

**Presidential Update, Plymouth State University:** PSU President Don Birx presented on the highlights of PSU's last year and its plans for the years to come. Highlights included a top statewide ranking of the nursing program, significant recognition for the faculty, the ongoing Hyde Hall renovation, and positive financial results. NECHE has also recommended approval of a new 96-credit Applied Bachelor's program in selected areas. President Birx then reviewed eight areas where PSU believes it can transform its operations in order to address to projected decline in college-going students in the coming years. These include increased recruitment and admissions work particularly focused on the 25% of PSU applicants who chose not to attend college. Trustees asked questions and received additional information regarding the expansion of PSU's nursing program and the extent to which PSU's cluster model has been institutionalized.

**Recess Session 1:** At 9:21 am, Chair Pilot recessed the Board until the conclusion of the Educational Excellence Committee meeting.

**Return to Order:** At 11:27 am, Chair Pilot called the Board back to order and noted the continued presence of a quorum.

**Presidential Presentation, University of New Hampshire:** UNH President Elizabeth Chilton presented on UNH's research programs. As a land-, sea-, and space grant institution, the research programs build individual skills, generate new knowledge to benefit the wider community, and contribute to the workforce of the state. Last year, UNH received \$252 million in competitive research grants, with much of the funding coming from NASA and NOAA. President Chilton then cited examples of ongoing research, including development of new varieties of cucurbits (gourds, squash, and melons), aquaculture partnerships on the Seacoast, and development of satellite instrumentation designed to measure and help limit the effect of solar flares. President Chilton also shared her intention to launch a strategic planning process in November. President Chilton also spoke to how the research program enhances the experience of undergraduate students as well.

**Recess Session 2:** At 11:53 am, Chair Pilot recessed the Board until 8:30 am on Friday, October 25, 2024.

**In Attendance October 25:** Trustees present at meeting location: Chair Mike Pilot, Vice Chair Kass Ardinger, Secretary Kevin Knarr, Donald Bix, Maureen Beauregard, Jamie Burnett, Elizabeth Chilton, MJ Condon, Ethan Dupuis, Jackie Eastwood, Frank Edelblut, Isabella Falcetti, Sen. James Gray, Cathy Green, George Hansel, Shawn Jasper, Kevin Knarr, Rep. Rick Ladd, Brian McCabe, Mackenzie Murphy, Peter Paul, Catherine Provencher, Wayne Semprini, Christiana Thornton, Melinda Treadwell, and David Westover. Trustees participating remotely: Joël Nkounkou. Trustees unable to attend: Patrick Griffin. Also in attendance: Governor's Office representative James Gerry.

**Call to Order:** At 8:32 am, Chair Pilot called the meeting to order and noted the presence of a quorum sufficient for the conduct of business.

**Presidential Presentation, Keene State College:** KSC President Melinda Treadwell introduced a presentation on the transformative impact of Keene State on its students. Student Octavio Brito, accompanied by Director of Athletics Marty Testo, spoke about his journey as a student-athlete at Keene and how he has grown as a player, person, and leader. AD Testo emphasized Octavio's merits as a person and player and how he had seen Keene provide him with the platform he wanted for his own growth. Student Nora Clancy spoke to the student experience and how auditing a class taught by Dr. Allyson Mount had convinced her to come to Keene. She further described the multiple internship opportunities Keene had provided both locally and in Washington, D.C. as part of her exploration of international and humanitarian law. Dr. Mount spoke further about the interdisciplinary philosophy program and Nora's participation in it. Student Kyla Culver spoke about her experiences with experimental courses at Keene, including a course in children's literature taught by Dr. Kirsti Sandy, that has inspired her future professional path. Dr. Sandy noted that Keene has many students who want to go into creative fields and can help them find practical professional applications for their interests. Dr. Sandy also discussed the uniquely supportive student community at KSC. Student Sammy Goldblatt spoke about her transformation from a KSC skeptic to engaged student and her experiences doing undergraduate neuroscience research with Dr. Harlan Fichtenholtz. Dr. Fichtenholtz described how undergraduate research helps develop students as people as well as scholars, and benefits faculty as well. Student Nicholas Morrow spoke about his experience in Keene's construction safety program and how it emphasized the personal relationships needed in the field. Faculty member Chris Rennix spoke further about the safety program's track record in placing students in internships and jobs and the special nature of KSC itself.

**Approval of Consent Agenda:** On motion made by Trustee Thornton and seconded by Trustee Eastwood, the Board unanimously **VOTED** as follows to approve the following consent items:

**Minutes of June 27-28 Meeting:** The Board of Trustees hereby approves the minutes of the meeting held on June 27-28, 2024 as presented.

**Suspension of Limit on Out-of-State Students:** On recommendation of the Financial Affairs Committee, that the Board of Trustees suspends for FY26 the limitation of 25 percent imposed by state statute RSA 187-A:10 on the number of undergraduate students enrolled at UNH from domiciles outside the state, it having been determined that such suspension benefits the state and UNH without impairing the opportunity for qualified students of the state of New Hampshire to attend UNH.

**Chancellor's Report:** USNH Chancellor Cathy Provencher reported that Standard & Poor's has maintained the System's credit rating and made favorable remarks about the System's management. The annual report on the status of CCSNH and USNH will be distributed next week. The Chancellor also updated the board on the status of the planned consolidation of the physical plant of the System office with NHTI.

**Educational Excellence Committee Report:** Committee Chair Eastwood presented the report of the Committee's October 24 meeting by referring trustees to the minutes of the meeting.

**Audit Committee Report and Related Board Action:** Committee Chair Paul presented the report of the Committee's October 24 meeting. The Committee received a favorable audit report from its outside auditors, with no material findings. The largest risk identified was the implementation of the new enterprise resource program given its cost and effect on the System's operations. Chancellor Provencher acknowledged the risk and described the System's efforts to minimize potential disruptions.

Following the report, by motion made by Trustee Paul and seconded by Trustee Tewksbury, the Board voted unanimously as follows to accept the System's financial statements consistent with state law:

**VOTED**, on recommendation of the Audit Committee, that the USNH Financial Statements for the fiscal year ended June 30, 2024 are accepted and to be forwarded to the Governor, the Legislative Fiscal Committee, and others as specified in state law RSA 187-A:22.

**Governance Committee Report:** Committee Chair Ardinger presented the report of the Committee's October 24 meeting. The committee reviewed its workplan to add items related to the governance structure of The Edge and a standing annual review on the scope of the Chancellor's role. The Committee also reviewed the results of the annual inventory of trustee skills and experiences and noted that as many as five trustees may depart at the end of the year, potentially creating subject-matter expertise gaps in audit and legal expertise and a lack of gender and racial diversity. The Committee referred those gaps to the Nomination Committee. Nomination Committee Chair Cathy Green noted that trustees would shortly be asked for suggestions for potential new trustees (along with preferences for committee chair and board officer selections) and asked that trustees keep those gaps in mind when suggesting candidates.

**Investments and Capital Planning Committee Report:** Committee Chair Knarr presented the report of the Committee's October 24 meeting. The Committee received an update from the System's outside

investment managers, Prime Buchholz. Endowment performance year to date has been strong, with an 11.7% increase to approximately \$644 million in total. This is among the top quartile compared to peers. The Committee also received a presentation on the Systemwide capital plan and funding plan. The Committee received a further update from Gordian on System's space usage and needs. Despite good work, the conclusion is that the System's physical footprint remains too large for its projected enrollment such that further work is needed. The Committee also received updates on one planned project and tabled consideration of another project at UNH.

**Financial Affairs Committee and Related Board Action:** Committee Chair Tewksbury presented the report of the Committee's October 24 meeting. The Committee received an update on fall enrollment which aligned closely with budget projections. The Committee then approved the transfer of funds between quasi-endowment accounts. Following extensive discussion, the Committee also approved proposed budget planning parameters for FY 26. The discussion reflected the need for the System to adapt its planning to reflect the projected cash flow challenges of the System in the years to come. Finally, the Committee discussed and made recommendations regarding the maximum tuition and fee increases permitted for the 25-26 academic year.

Following the report, by motion made by Trustee Tewksbury and seconded by Trustee Knarr, the Board voted unanimously by roll call as follows to adopt the Committee's recommendations regarding the maximum permitted increases to tuition and fees for the coming academic year:

**VOTED**, on recommendation of the Financial Affairs Committee that, effective for academic year 2025-26, the maximum tuition rate, mandatory fees, room and board rate annual increases as presented on the schedule included in the materials for the Committee be adopted as the maximum amounts authorized.

**Nonpublic Session:** By motion made by Trustee Pilot and seconded by Trustee Ardinger, the Board voted unanimously by roll call to enter nonpublic session for the reasons stated:

**VOTED**, that the Board of Trustees go into nonpublic session for the purposes of discussing (1) personnel matters including the performance and compensation of one or more public employees, (2) the hiring of a person as a public employee, and (3) consultation with legal counsel as authorized by RSA 91-A:2, 1 (b) and 91-A:3, II (a) and (b).

**Return to Public Session:** By motion duly made and seconded, the Board voted unanimously to return to public session.

**Report of Actions Taken in Nonpublic Session:** The Secretary reported that the Board took the following actions in nonpublic session:

**Ratification of Collective Bargaining Agreement with KSCAA:** By motion made by Trustee Treadwell and seconded by Trustee Eastwood, the Board voted unanimously by roll call as follows to ratify a proposed collective bargaining agreement with the Keene State College Adjunct Association:

**VOTED**, on recommendation of Melinda Treadwell, President of Keene State College, that the Board of Trustees approves and ratifies the proposed collective bargaining agreement with the Keene State College Adjunct Association (KSCAA); and

**FURTHER**, authorizes President Treadwell to execute the July 1, 2024 - June 30, 2027, collective bargaining agreement on behalf of the Board.

**Appointment of Executive Vice President for Finance & Administration at UNH:** By motion made by Trustee Chilton and seconded by Trustee Green, the Board voted unanimously by roll call as follows to appoint Aaron D. Howell as EVPFA at UNH:

**VOTED**, on recommendation of Elizabeth Chilton, President of the University of New Hampshire, with endorsement of the Executive Compensation and Performance Review Committee, that the Board approves the appointment of Aaron D. Howell, CPA, to the position of Executive Vice President for Finance & Administration (EVPFA) at the University of New Hampshire under the terms outlined in the attached materials.

**Appointment of Interim Provost and Vice President for Academic Affairs at UNH:** By motion made by Trustee Chilton and seconded by Trustee Tewksbury, the Board voted unanimously by roll call as follows to appoint Dr. Cyndee Gruden as Interim Provost and VPAA at UNH:

**VOTED**, on recommendation of Elizabeth Chilton, President of the University of New Hampshire, with endorsement of the Executive Compensation and Performance Review Committee, that the Board approves the appointment of Dr. Cyndee Gruden to the position of Interim Provost and Vice President for Academic Affairs at the University of New Hampshire, contingent upon the terms outlined in the attached materials.

**New or Other Business:** The Chair noted that in his opinion the Board meeting had been conducted in a rigorous and useful manner and sought feedback from the trustees on that issue. Trustees agreed that the opportunity for deeper conversations had been beneficial and encouraged the Chair and System leadership to allow for similar opportunities in future meetings. Trustees also noted that the advance materials had been helpful and that trustees had carried out their responsibility to review and process the information in advance of the meeting. Trustees also discussed ways for trustees to remain informed in the period between now and the Board's next full meeting in March. Trustees further suggested regular reviews of the progress toward the goals set for System leadership and the report of the CCSNH-USNH task force.

**Chair's Closing Remarks:** The Chair noted that the goal in rethinking how the Board does its business is to enable the Board to be an effective partner to the Chancellor and Presidents. He also noted the increased sense of urgency regarding the financial sustainability and encouraged the Board to continue its work, and thanked the trustees for their work.

**Adjourn:** At 11:28 am, Chair Pilot called for further business and, hearing none, adjourned the meeting.





### **UNH retains Carnegie R1 classification**

The University of New Hampshire has **retained its prestigious R1 classification** for highest research activity from the Carnegie Classification of Institutions of Higher Education. This classification places UNH among the nation's top research universities and confirms the university's role as a powerhouse for high-quality research and education. In FY 2024, UNH secured \$252 million in competitive research funding, supporting nearly 1,000 projects aimed at solving global and local challenges. UNH's research enterprise contributes over \$518 million to the state's economy and supports thousands of jobs.

### **UNH again earns highest national rating for sustainability**

**For the third time, UNH has earned a prestigious platinum rating from the Association for the Advancement of Sustainability in Higher Education's STARS program**, making it one of only eight U.S. institutions with this distinction and the only one in New England. UNH has maintained platinum status since 2017, reflecting its deep commitment to sustainability in research, education, and operations. Highlights include sustainability courses in 90% of departments, extensive volunteer efforts, green dining initiatives, and significant investments in sustainable energy.

### **Lonza partnership offers life sciences scholarship and mentorship program**

**UNH and Lonza Biologics, Inc. have launched the Lonza Scholars Program to support students pursuing careers in life sciences.** Starting in Fall 2025, four incoming first-year students will receive scholarships for their undergraduate studies, with the program expanding to support 16 scholars by 2028. Scholars will also gain career opportunities, including internships, mentorship, and potential full-time roles at Lonza's Portsmouth site. Open to biology, biochemistry, and bioengineering majors, the program strengthens industry ties while enhancing hands-on learning at UNH.

### **UNH awarded \$10M to support ReGen Valley Tech Hub Initiative**

The University of New Hampshire at Manchester has been **awarded \$10 million to lead workforce development for the ReGen Valley Tech Hub**, an initiative positioning Southern New Hampshire as a global leader in biofabrication. Supported by the U.S. Department of Commerce, the initiative will foster innovation in regenerative medicine while addressing workforce needs through the ReGen Valley Common Campus. UNH Manchester will collaborate with regional institutions to develop training programs, apprenticeships, and credentials tailored to the growing biofabrication industry.



## **First UNH student receives prestigious Gates Cambridge Scholarship**

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**Sarah Nicholls '25** has become the first UNH student to be **awarded the Gates Cambridge Scholarship**, a full-cost scholarship open to outstanding applicants from countries outside the UK to pursue a postgraduate degree at the University of Cambridge. Nicholls, an Exeter, NH, resident majoring in biochemistry, molecular and cellular biology, was previously awarded the Barry M. Goldwater Scholarship, the nation's premier undergraduate award for STEM majors. At Cambridge, she will pursue a Ph.D. in medical science, focusing her research on the protein tau, which is implicated in Alzheimer's disease.

## **Several UNH online programs recognized in U.S. News national rankings**

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UNH's online programs have again earned national recognition in the 2025 U.S. News Rankings for Best Online Programs. **UNH's College of Professional Studies (CPS) ranked No. 1 in New Hampshire** for the 13th consecutive year and No. 51 nationally for its online bachelor's program, also placing No. 37 for Best Online Bachelor's for Veterans. The Paul College of Business and Economics online MBA program ranked No. 1 in New Hampshire and top five in New England for the fourth straight year, earning the No. 55 spot nationally. UNH remains committed to high-quality, flexible online education.

## **UNH Franklin Pierce's Michael McCann Honored with 2025 AALS Law and Sports Section Award**

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**Michael McCann**, Associate Dean and Director of the Sports and Entertainment Law Institute at UNH Franklin Pierce, **has been selected to receive the 2025 Association of American Law Schools' Law and Sports Section Award**. This prestigious honor recognizes significant contributions to sports law scholarship, teaching, and service. McCann, a law professor since 2005, joined UNH in 2012 and has represented athletes in labor, antitrust, and intellectual property matters. He has authored over 25 law review articles, co-authored *Court Justice*, and written extensively for *Sportico* and *Sports Illustrated*.

## **UNH to be featured on Amazon Prime's *The College Tour***

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In late October, the cast and crew from ***The College Tour* visited UNH's Durham campus to shine a light on UNH**. The show, hosted by Alex Boylan, offers an authentic look at college life through the eyes of students. The UNH episode will feature 10 Wildcats who were selected through auditions. *The College Tour* is a great way for prospective students to experience UNH remotely, especially those unable to visit in person. UNH will host a Watch Party celebration for the episode premiere on Monday, April 14<sup>th</sup>.

## **UNH skier wins NCAA men's slalom national championship**

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**Jayden Buckrell**, a 20-year-old freshman alpine skier on the UNH Men's Ski Team, **won the NCAA men's slalom national championship** in Hanover, NH earlier this week. The Ontario native became the third Wildcat in program history to secure an individual national title. Buckrell hopes to eventually represent Canada on the national ski team.



## PRESIDENT'S REPORT TO THE USNH BOARD OF TRUSTEES—March 2025

### OPPORTUNITIES AND CHALLENGES

- The **five 96-credit three-year** applied bachelor's programs in small business, cybersecurity, outdoor education and leadership, police studies, and robotics and automation received full faculty approval at the November faculty senate meeting for launch in fall 2025. As NHPR reporter Annmarie Timmins noted, the new program ["could save Plymouth State University students more than \\$25,000 in one year tuition and room and board. It is also intended to help employers desperate for skilled workers."](#)
- A **Town Hall** meeting at the end of October included thoughtful discussion of the significant challenges higher ed faces. The discussion, which continued during the January 2025 **"January Jamboree" (faculty and staff development sessions)** President's Q & A session, focused on the challenge of protecting our mission while recognizing the need to continue to adjust to marketplace realities and projections. Slides from the October Town Hall meeting can be found on the [PSU Vision SharePoint](#) and from JanJam [here](#).
- On March 3, *the Clock* student newspaper published a story that talked about the elimination of the Arts and Humanities and 30 faculty members. The story cited the [February 2025 President's Monthly Report](#), which neither contained nor corroborated these claims. On Friday, March 7, [an email was sent to the campus community](#) jointly from President Birx and Provost Bowditch that challenged parts of the *Clock's* story and included a PDF of the February 2025 President's Monthly Report. The email message was posted to the Plymouth State website, along with the PDF of the original message, as well as on Facebook, Instagram, and LinkedIn. In the interim there have been ongoing discussions with faculty and students, both in person and through various media outlets. The faculty and administration agreed to set up a working group and discuss developing a plan, and we had our first meeting on March 14.
- In early March, PSU's request for **Congressionally Directed Spending** was presented to Sen. Jeanne Shaheen's office. The request is for \$14.5 million to fund critical projects including creating a Center for Innovation & Entrepreneurship to strengthen and grow our School of Business offerings, combined electricity and heat cogeneration to help save on campus energy resources, the launch of both a new master of science in physician assistant program and new master of social work program (MSW), developing affordable housing for all at Plymouth State University, and renovating historic Memorial Hall. We hope to hear about these potential allocations this summer.

### CAMPUS HIGHLIGHTS

- On November 8, the Office of Military Services hosted an event at the University's outdoor Veterans Commons for a brief ceremony with community speakers in honor of our nation's veterans.
- On February 12, students, faculty, and staff enjoyed peak winter conditions at our annual PSU Ski Day. [Check out the video of the day's fun](#), including Pemi, our Panther mascot, "sending it" down Tenney Mountain. On February 21, our 10th annual Rail Jam featured student snowboarders in a spectator event organized by our marketing club.
- Student Life is continuing with high levels of engagement, including participating in the Plymouth Hometown Parade, partnering with 13 different local community agencies to provide winter needs and holiday gifts to local youth, and, most recently, our annual Winter Carnival.

- The new **Office of Student Advocacy and Well-Being** (OSAW) is now up and running! More than 30 PEMI (Peer Educator/Mentor Initiative) Ambassadors—trained peer educators, mentors, and advocates—are conducting prevention and well-being-oriented education and awareness raising events and initiatives around campus.

## ENROLLMENT, MARKETING, AND RETENTION

- February and March marked the last 2024-2025 Open House and first two Accepted Student Days as we move toward Fall 2025. More than 200 students joined the February Open House compared to 100 students last year and 129 students two years ago.
- The February and March Accepted Students Days welcomed a combined total attendance of 703 compared to 647 last year and 678 two years ago.
- Most importantly, the number of deposits today are already at a record number significantly outpacing each year since COVID:

As of	Deposited
3/10/25	500
3/10/24	285
3/10/23	366
3/10/22	291
3/10/21	340
3/10/20	327

- One January 1, 2025, PSU Communications and Marketing kicked off a digital advertising campaign promoting undergraduate programs, Open Houses, push to apply, push to deposit and Accepted Student Days. On the graduate side, programs highlighted are MBA, meteorology, and doctor of physical therapy, with exercise science, athletic training and Psychology to launch later in the fiscal year.
- PSU along with USNH joined forces with Tenney Mountain Resort as a proud sponsor of the World Professional Ski Tour held at Tenney March 14-16. The sponsorship highlights PSU's continued commitment to the local community. Among the competitors are two current PSU seniors and members of the University's Division I competition alpine ski team.

## UNIVERSITY ADVANCEMENT AND EXTERNAL RELATIONS

- Giving Week ran March 10–16, focusing on raising money for scholarships, launching a campaign for personal pavers at Hyde Hall, and celebrating PSU's 154<sup>th</sup> anniversary. In just the first few days, the campaign garnered a record \$418K for the timeframe and is on track to hit the overall goal of \$500K.

## IMPACT ON THE WORLD AROUND

- Historic Women's Hockey Team Win: PSU won the championship game of the inaugural Massachusetts State Collegiate Athletic Conference (MASCAC) Women's Ice Hockey Tournament in dramatic fashion. The four-overtime, 2-1 victory is officially the second-longest in NCAA Division III women's hockey history.
- Make-A-Wish – Accepted Student Riley wanted nothing more than to go to Plymouth State. Make-A-Wish New Hampshire made that wish come true by granting Riley a \$10,000 scholarship.

## President's Report to the Board of Trustees, March 2025

### Keene State College and the Public Liberal Arts

In antiquity, the classical liberal arts—Music, Rhetoric, Geometry, Astronomy, Arithmetic, Logic, and Grammar—were considered essential for preparing all citizens to participate in civic life and make informed decisions as a community. Over the years, the reputation of the liberal arts has shifted, from the “arts of the people” to the bailiwick of elite institutions. More significantly, they are now viewed by some to be *in opposition to* the learning of professional and vocational skills.

At Keene State, we view professional preparation and the liberal arts as two sides of the same coin. As families weigh the benefits of a four-year college education, we continue to articulate, persuasively, to our stakeholders and communities, how the liberal arts serve as an essential foundation for our professional programs—indeed, for all our academic programs.

How do we know this? Because employers tell us what they are looking for. They want “problem solvers.” They want people who understand the ethical dimensions of their work, who can communicate effectively on their feet with clients, peers, and supervisors. Employers do not want, nor do they have time, to handhold. They want independent, evidence-based thinking but they also want people with the ability to collaborate on teams. They want employees who are adept at writing, math, technology, and speaking. They want graduates who can manage a project to completion. A liberal arts curriculum – including professional preparation programs – offers this learning consistently, with breadth and depth, throughout students’ four years of college.

At a meeting last week between Keene State’s Safety and Construction Sciences program and the Association of General Contractors, the chair of our Safety department made a case for the skills of our graduates and the value of the liberal arts in the safety and construction field. One of the business owners who attended said “I feel vindicated. For years I was told that this program was just ‘vocational,’ but I knew it demanded more.” What many of these construction and safety professionals – who are facing a workforce demand, nationally, of 17,000 open positions – are advocating for is a kind of “workplace citizenship” resonant of the civic engagement model of the classical liberal arts. Industries hope to hire future leaders who will bring new vision and energy to the workplace. We believe this is what a foundation in the liberal arts can provide.

In 2021, AAC&U interviewed over 500 business leaders across sectors to discover what they sought in recent college graduates and what was missing in the graduates they were currently hiring. Respondents valued the ability to transfer ideas and skills to new contexts, effective teamwork, applied knowledge, digital literacy, writing proficiency, ethical judgement, problem solving, creative thinking, and oral communication – the very outcomes a liberal arts education offers.

In addition to what are often called “soft skills,” are the aspects of a liberal arts education that prepare students for “AI-proof” careers in health care, mental health, education, construction, and

others that involve ethical thinking, interpretation, and empathy. Rebecca Willett, professor of statistics and computer science at the University of Chicago and Robert Gibson, director of instructional design at Wichita State University, argue that students from liberal arts colleges may have an advantage due to their ability to draw on several diverse perspectives rather than a single disciplinary lens. They contend that as we develop rapidly advancing “smart” technology, we will need to continue to ask challenging questions about why and how we use these more advanced tools.

Rather than viewing the liberal arts as incompatible with career preparation, Keene State’s approach has remained consistent for over a century: provide a foundation in the liberal arts that empowers students to become tomorrow’s visionaries and leaders in their fields. This is in our DNA, from our roots as a teacher’s college to a vibrant college offering over forty majors. It is this legacy and identity – and the proof endures in our graduates – that carries us forward into the future.

**You Believed in Keene State – and It Shows**

Skills and knowledge that remain in demand at the highest levels of business and industry must be affordable and accessible in our state. Keene State knows that to fulfill the promise of a liberal arts education, students must persist and graduate in a timely manner. That is why we strive to understand what makes our students successful. You, our Board, have invested in those initiatives and we are deeply proud to announce that we have answered your faith with action. Here is a snapshot of Keene State’s return on your investment, and you will learn more at our March meeting.

**Return on USNH Board of Trustees’ Investments in Keene State College:**

#	Investment Name	Investment Description	TOTAL ONE-TIME INVESTMENTS (BOT APPROVED - OCT 202)	Projected Total Spend	Estimated ROI through FY2025	FY25 ROI Status
1	Student Success Initiatives	Recruitment and retention initiatives providing support to students: classroom improvements, targeted brand marketing, academic advisor initiatives, Carle Hall/Community living investments	\$6,750,000	\$7,209,000	\$883,000	ACHIEVED
2	Access and Excellence	Access and Excellence Initiatives: that support Students while also educating and supporting Faculty and Staff, resulting in increased retention and enrollment	\$525,000	\$162,000	\$203,000	ACHIEVED
3	Athletic Program Enhancements and Growth	New Varsity programs, roster enhancement, facility improvements: Ice Rink Expansion and eSports space with *NEW* Varsity enrollment, roster expansions, field improvements	\$4,215,000	\$5,570,000	\$1,052,000	ACHIEVED
4	Redfern Arts Center Renovation	Comprehensive ADA and other facility improvements: ADA Compliance (stage, restrooms), Storage (musical instruments), Restrooms, HVAC, Acoustical Treatments	\$1,000,000	\$1,000,000	\$0	COMPLETED
5	Winchester Street buildings	Abatement/Demo of Winchester Street buildings	\$3,500,000	\$2,049,000	\$0	COMPLETED
GRAND TOTAL: KSC CRITICAL STRATEGIC INVESTMENTS			\$15,990,000	\$15,990,000	\$2,138,000	

Sources: Flaherty, Colleen. “What Employers Want.” *Inside Higher Ed*. April 2021; McLean, Danielle. “How will the Rise of AI Impact Liberal Arts Education?” *Higher Education Dive*. July 8, 2024



University of  
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of New Hampshire

# How Trustees Can Show "Care" in Institutional Decision-Making

*March 21, 2025*

# “Care” and Trustee Decision-Making



- The trustee orientation includes material on the three traditional fiduciary duties of board members: loyalty, care, and obedience.
- In the recent past, the Board spent significant time discussing the proper scope of the duty of loyalty. However, less time has been spent discussing the other duties.
- At the Chair’s request, this presentation focuses on the duty of care:
  - Timely, given financial challenges facing the System.
  - Important whether the Board is viewed as fiduciary or non-fiduciary, because exercising adequate care is an important function of any sort of oversight board.



- Governing board members should carry out their responsibilities:
  - In “good faith,” and
  - “Using that degree of diligence which ordinarily prudent persons would reasonably exercise under similar circumstances.”
- In other words, properly functioning boards make informed decisions and use their best judgment to advance the institution’s best interest.
  - Focus on process, not outcome.

- “Ordinarily prudent person”
  - Does not have professional expertise in every area
  - May rely upon expert advice in making determinations
  - Would ask questions if unclear or need more information
- “Degree of diligence”
  - Regularly attend meetings
  - Read and evaluate the meeting materials prepared in advance of the meeting
  - Ask questions and participate actively in board discussions;
  - Be knowledgeable of the institution’s purposes, operations, and environment
  - Seek out and be open to different viewpoints
- “Similar circumstances”
  - What if it was your money? Your job? Your student?

# AGB Illustrative Questions on Process



1. Does the board invite discussion and questions regarding matters before it?
2. How does the board encourage full engagement by board members and enforce attendance requirements?
3. How does the board involve experts to facilitate and enhance its understanding of matters before it?

(N.B.: The Governance Committee's annual survey is designed to give trustees space to answer these and similar questions; please take advantage!)

# Balancing Competing Interests



- Under the duty of care, governing bodies of colleges and universities are responsible for both the short- and long-term financial health of the institution and achievement of the goal of preserving the institution and its resources for future generations.
- At the same time, governing boards have the obligation to protect the quality of the institution's academic programs.
- There is no single correct substantive answer for how the Board should balance these obligations. But the duty of care would have you:
  - If needed, ask questions to understand both before decision;
  - If needed, seek expert advice;
  - Discuss and entertain different viewpoints, and then
  - Use your best judgment.

# Questions and Discussion

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## March 2025 Status Update on Systemwide Presidents' Council Goals

To: Board of Trustees

From: Presidents' Council

March 19, 2025

1. As the highest and most urgent priority, in collaboration with the presidents' council, lead the effort to develop and deliver on a 5-year system-wide vision and strategy by the end of the fiscal year, including strategies that will alleviate the cash burn projected over the next five years.
  - a. Working with EAB to identify what has worked and what hasn't worked across the country. EAB has longstanding relationships with our campuses and deep reach with private and public colleges and universities across the country.
  - b. Presidents Council has charged FINEC with facilities review. FINEC has tasked the facilities leads from each campus to develop work plan with timeline. Bill Janelle from UNH will lead this effort. EAB will provide advisory support to this group. Progress report expected in May.
  - c. Presidents Council has charged the provosts with evaluating organizational accreditation, expanding student choice and flexibility across the system, consolidating programmatic enrollment where possible, and working with CFOs to identify cost reduction and potential revenue growth opportunities. EAB will provide support to this group. Progress report expected in May.
2. Support the continued strengthening of collaborations between USNH and CCSNH, particularly in student enrollment initiatives.
  - a. Work continues on the 100+ transfer pathways between CCSNH and USNH announced to the public late last year. A basic website has been developed to assist students <https://www.nhtransfer.org/>. CCSNH advisors and USNH Outreach and Enrollment Center staff are trained on the pathways. Work has begun on the next phase: an interactive, online interface where students can search for pathways between institutions and get quick and direct information.

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- b. In partnership with CCSNH, USNH is executing an enrollment strategy to support CCSNH students who have filed an intent to graduate with their associate degree. CCSNH graduate information will be shared with USNH this month and the Outreach and Enrollment Center will contact graduates about our opportunities and streamlined pathways and invite their completion of a bachelor's degree – on a campus or online. A communication cadence and combined USNH acceptance brochure has been developed for outreach to CCSNH graduates. This cadence is also targeted to educate about transfer completion rates at USNH of 65%+ vs SNHU at 35%. Focus groups have discovered that CCSNH students attend SNHU because their cadence of contact is incessant. USNH will ramp up outreach via calls, voicemails, emails and texts. (Mark R. included in comments to the PHESC that CCSNH would provide the list to USNH in March. That loop needs to be closed.)
  - c. A direct admit program between NH high schools and CCSNH/USNH is being developed with the NH Department of Education. The committee, which includes CCSNH and USNH staff, has been meeting to develop a “Go Public” campaign that focuses on the pathways for students from high school to our 10 public institutions. The campaign includes a project roadmap for marketing, data, student engagement, and process. Intended launch is Fall, 2025, pending the ability to receive student data via the Department of Education. One goal is to educate NH about the multitude of options available to walk, skip or run their way to certificates, badges and degrees right here in NH to retain more of the 60% who leave the state for bachelor degrees. (Frank indicated a willingness to provide data. Need to make progress perhaps while he still has authority and is on the BOT)
  - d. The USNH system office will be moving to the NHTI campus in July, saving USNH approximately \$250,000 annually and providing a revenue stream to CCSNH.
  - e. A number of administrative partnerships are in place and more in discussion (procurement, risk management, facilities and capital planning.)
3. In collaboration with presidents, implement recommendations made by Grant Thornton for reasonable and easily understandable methodologies to allocate shared costs and revenues, to include allocation of State appropriations.
- a. Recommendations received and implementation glidepath to begin with FY 26 budget.



4. Assess progress and risks and actively support and champion the ERP implementation.
  - a. Presentation to FAC on March 20, 2025
5. Articulate a vision for online education in collaboration with the Presidents Council.
  - a. USNH contracted with UPCEA, a non-profit well known in the online space.  
UPCEA will deliver its final report by the end of April. There has been meaningful engagement across the entire system. The Presidents Council will meet with the UPCEA team end of March/early April to review UPCEA's findings. An execution plan will follow with implementation in FY 26.
6. Actively support and champion the unification of ET&S with the system level; support opportunities for system-wide standardization including data/reporting, customer relationship management (CRM) tools, and Web environment.
  - a. Status from Peak Performance as of 3/17/25
    - i. See page 4 below
  - b. A cross-functional and cross-campus group will be meeting for two days in April for deep discussion and a path forward for system wide data governance as we move through Workday Student design and implementation.
  - c. The ET&S service delivery model has been scaled to one comprehensive cross-functional shared services customer support model that includes a mature ticketing system, cross-functional communications and coordination, formal change management processes, and service metrics.

## ET&S Status Provided by Peak Performance 3/17/15

- **Peak Performance Technologies has reviewed ET&S operations, cost, and current enterprise risk management strategies.**
  - **Completed to date:**
    - Interviewed the Presidential cabinets of Plymouth State, Keene State, and will complete the initial interview with the Presidential cabinet at UNH this week.
    - Conducted multiple engagements with the ET&S team to fully understand the catalog of shared services, as well as staffing and capabilities for future growth.
- **Current assessment to date:**
  - ET&S is effectively organized and conducting its current academic and research operations support, leading the transformation efforts for the Workday ERP implementation, securing the data and systems in an increasingly contested cybersecurity environment, and driving systemwide innovation to advance artificial intelligence initiatives while operating with moderate risk. This enterprise risk level has been maintained through effective prioritization, a positive work environment, continual training of its staff, and strong long range planning efforts.
- **Peak's next steps in the next 30-60 days:**
  - The creation of **SLAs** (Service Level Agreements) with each of the 3 system schools to map needs to deliverables. We will also dig deeper into the current **funding and cost model of ET&S**, and comparing to our cost sharing benchmark model derived from other large US higher education school systems.
  - Targeted workshops with the ET&S leadership in the possible uses for Artificial Intelligence, both in revenue producing opportunities as well as equipping for AI usage across the academic system for faculty, staff, and students.
  - Additional engagements around **Change Management** to effectively **support future projects, including Workday Student**.