



2026 June 26 Board Meeting - Session 1

June 26, 2025

Plymouth State University - Merrill Place Conference Center

14 Merrill Street

Plymouth

University System of New Hampshire

2026 June 26 Board Meeting - Session 1

Board of Trustees Agenda

I. Zoom Meeting Information

Meeting URL: <https://unh.zoom.us/j/96776646860>

Or Telephone:

Dial: + 1 646 876 9923 (US Toll)

Meeting ID: 967 7664 6860

II. Call to Order

A. Determination of a quorum sufficient for the conduct of business

B. Take attendance of all meeting participants

2:00 - 2:30 pm

III. UNH Strategic Plan

A. UNH 2030 Strategic Plan Draft BOT Briefing - 3

President
Chilton

2:30 - 4:30 pm

IV. Presidents' Council Systemwide Vision Work

A. USNH Future Visioning

1. USNH Visioning June 2025 - 20

Chancellor
and
Presidents

V. NonpublicSession

MOVED, pursuant to RSA 91-A:2.I(b) and RSA 91-A:3.II(j), that the Committee enter nonpublic session for the purposes of discussing matters affecting collective bargaining strategy and/or considering confidential personnel, financial or commercial information.

VI. Adjourn



University of New Hampshire

Learning That Powers Impact

2025-2030 STRATEGIC PLAN

DRAFT – 6/18/25



A Pivotal Moment

The University of New Hampshire stands at a pivotal moment, one defined by both challenge and opportunity. As New Hampshire's flagship public university, UNH also has the distinction of being the state's Land, Sea, and Space Grant institution. With deep roots in the Granite State and a global reach, we are committed to advancing knowledge, cultivating excellence, and serving the public good in ways few institutions can.

This strategic plan charts our bold path forward.

Built through collaboration across our campuses, colleges, and community partners, this plan is rooted in UNH's core mission and public responsibility. It sets clear priorities for where we will focus our energy, invest our resources, and measure our progress.

UNH's future and New Hampshire's success depend on our collective action, ambition, and willingness to adapt to change.

At the heart of this plan is a clear unifying theme: Learning That Powers Impact. This simple but powerful idea unites our efforts from the classroom to the community, driving progress for our students, our state, and our world.

Together, we will empower our people through education, engage in purpose-driven discovery, and serve the state of New Hampshire.



FRAMING THE FUTURE

The University of New Hampshire is entering a time of both challenge and opportunity. As the state's flagship public research university and one of the few in the country designated as a Land, Sea, and Space Grant institution, UNH has a responsibility not just to respond to change, but to lead it.

This strategic plan serves as our roadmap for the future. It reflects the ideas, priorities, and aspirations of the UNH community that helped shape it. It offers a clear and focused path to strengthen student success, expand our research impact, foster a sense of belonging, and deepen our service to the state and the world.

We know the road ahead is not easy. Demographic shifts, rising costs, and increasing skepticism about the value of higher education are already reshaping our landscape. But at UNH, we navigate these headwinds by staying flexible, forward-looking, and grounded in our mission.

We also know what sets us apart: our mission-driven approach, our deep commitment to New Hampshire, and our ability to combine the rigor of a top research institution with the heart of a public university rooted in community.

At the core of this plan is a simple but powerful idea: Learning That Powers Impact. It reflects what we do best: educating students, advancing knowledge, and solving real-world problems in partnership with others.

Our success will depend on every member of the UNH community. Together, we will meet the moment and shape a future defined by adaptability, driven by purpose, and guided by our shared commitment to New Hampshire and beyond.

With gratitude,

Elizabeth Chilton

President
University of New Hampshire



Contents

Our Mission, Vision, and Values

Setting the Stage

How We Got Here

The Committee

The Four Strategic Pillars

1. Strengthening UNH's Impact
2. First Choice Destination
3. Interdisciplinary Teaching and Research Excellence
4. Commitment to Well-Being and Belonging

Connecting the Dots

How We Deliver

Making It Happen

Our Path Forward

Mission

The University of New Hampshire, the state's flagship public research university, advances knowledge and innovation to serve the public good. We fulfill our mission by creating and applying new knowledge through teaching, research, outreach, service, and partnerships through engaged and applied scholarship, workforce development, cooperative extension, creative activities, and continuing education. We foster economic, social, and civic vitality for New Hampshire and beyond.

Vision

By 2030, the University of New Hampshire will be nationally recognized for driving innovation, fueling New Hampshire's economic and social well-being, and preparing students to lead and thrive in a rapidly changing world. We will establish UNH as a regional leader in navigating demographic shifts and evolving expectations of higher education through strategic contraction that reinforces our ability to deliver on our mission effectively. UNH will also strengthen the broader public higher education system in New Hampshire, championing its essential role in an inclusive and prosperous future.



Values

Academic Excellence and Discovery

We uphold the highest standards in teaching, research, and creative expression, fostering a culture of curiosity, innovation, and lifelong learning. We recognize that academic rigor, inclusive pedagogy, open access to learning, and a commitment to different ways of generating and sharing knowledge empower students, faculty, staff, and communities alike.

Student-Centered Learning and Growth

We prioritize student success, well-being, and personal and professional growth through excellence in teaching, mentorship, experiential learning, research, and engagement. We support students as whole individuals, encouraging leadership, creativity, athletics, service, and belonging across the full spectrum of university life.

Public Service and Civic Responsibility

As New Hampshire's Land, Sea, and Space Grant university, UNH is deeply connected to communities across the state. Through applied research, public engagement, continuing education, and partnerships, we foster better-informed citizens, promote social and economic mobility, and build a more equitable society.

Inclusive Excellence and Belonging

We are committed to creating a welcoming, respectful, and equitable community where all students, faculty, staff, partners, and neighbors are supported, celebrated, and inspired to thrive. We cultivate a sense of pride and belonging that extends across the university and into the broader communities we serve.

Sustainability and Stewardship

We are dedicated to responsible stewardship of our natural, financial, and human resources. We embrace sustainable practices across our academic, operational, and technological systems to preserve the unique beauty and cultural richness of New Hampshire and New England for future generations. Through innovation, adaptability, and community partnerships, we advance sustainability in all we do.

Setting the Stage

The University of New Hampshire enters this strategic planning period at a time of profound change in higher education. The landscape is shifting rapidly, challenging longstanding assumptions and demanding new approaches.

In the Northeast and nationally, a significant demographic decline is underway, with a sharp decline in the number of traditional college-aged students. At the same time, rising costs, shifting workforce needs, and growing public skepticism about the value of a college degree are pushing institutions to adapt quickly and earn public trust in new ways.

These pressures are especially acute in New Hampshire, where public investment in higher education ranks last in the nation on a per-student basis. This reality makes UNH highly tuition-dependent, underscoring the need to operate with both responsiveness and fiscal discipline. It also means we must remain attuned to the evolving expectations of students and families who entrust us with their education.

Meanwhile, all higher-education institutions are competing aggressively for a shrinking pool of students, and rapid changes in workforce demands necessitate new forms of learning, credentials, and career preparation.

Looking ahead, UNH will embrace this moment not with hesitation, but with purpose. We have a rare opportunity to shape the future of public higher education by building a more focused, agile university, one that is right-sized for the challenges and opportunities of the coming decade. By concentrating our efforts where we can have the most significant impact, we will deliver a more intentional student experience, one that is powered by research.

In today’s environment, progress isn’t defined solely by growth; it’s defined by focus, impact, and strategic allocation of resources. Stability in the face of disruption is a powerful indicator of strength. A right-sized UNH will be more agile, more resilient, and better positioned to invest where it matters most.

With fiscal discipline, strategic clarity, and a bold commitment to our mission, UNH is not just navigating change; we’re shaping a stronger, more responsive future for every Wildcat and the state.

CATEGORY	KEY DRIVER
DEMOGRAPHICS	Northeast and national enrollment cliff: projected 10–15% fewer college-aged students through 2035.
ECONOMIC	Rising inflation, wage expectations, and affordability pressures for students and families.
POLITICAL / PUBLIC SENTIMENT	Growing political skepticism and attacks on the value of higher education, especially liberal arts.
STATE FUNDING	New Hampshire ranks last in the nation in per-student support for public higher education.
COMPETITION	Increased competition from all higher-education institutions.
WORKFORCE SHIFTS	Employers increasingly valuing skills over degrees, thus our need to adapt academic offerings.
TECHNOLOGY AND MODALITY	Pressure to innovate in flexible, hybrid, remote, and stackable credential offerings.
PUBLIC TRUST	Nation-wide declines in trust in public institutions, including universities.
WELL-BEING	Significant rise in mental health needs, burnout, and desire for belonging.

HOW WE GOT HERE

The development of the University of New Hampshire's 2025–2030 Strategic Plan was a collaborative process rooted in inclusivity, transparency, and shared ownership. Led by a Strategic Planning Steering Committee of faculty, staff, students, and university leaders, the plan was developed over six months to reflect the voices and vision of the UNH community.

The committee drafted the plan's mission, vision, and values, and shaped four strategic pillars: Strengthening UNH's Impact, First Choice Destination, Interdisciplinary Teaching and Research Excellence, and Commitment to Well-Being and Belonging. Throughout the process, meaningful engagement was prioritized. Each pillar held its own listening session—both in person and online—inviting feedback from faculty, staff, students, and community partners. Later in the spring, the full strategic framework was presented during a university-wide session for integrated feedback. Updates were shared regularly through campus communications and the strategic planning website, and an online form remained available for ongoing input.

The result is a plan that reflects both the long-term vision and day-to-day realities of our university, shaped by the insights, experiences, and aspirations of individuals across our campuses.

THE COMMITTEE

- Cyndee Gruden** (Co-Chair)
Interim Provost and Vice President,
Academic Affairs
- Danielle O'Neil** (Co-Chair)
Chief Marketing Officer
- Charlie French** (Co-Chair)
Department Head, Community &
Economic Development Division at
University of New Hampshire
Cooperative Extension
- Tom Cronin** (Co-Chair)
Chief of Staff
- Justine Stadler**
Director of Corporate Engagement
- Mike Decelle**
Dean of UNH Manchester
- Mary Stampone**
Associate Professor of Geography, New
Hampshire State Climatologist
- Michele Holt Shannon**
Carsey School of Public Policy
- Raina Sprague**
Executive Director, Employer Relations
and Operations
- Jayson Seaman**
Associate Professor and Chair of the
Department of Recreation Management
& Policy
- Seth Oranburg**
Professor of Law, Franklin Pierce School
of Law
- Jeremy Robbins**
Student, PhD Education
- Kim DeRego** (Co-Chair)
Vice Provost, Enrollment Management
- Vidya Sundar** (Co-Chair)
Associate Professor and Chair,
Department of Occupational Therapy
- Lu Echazu**
Associate Dean for Undergraduate
Education

FIRST CHOICE DESTINATION

STRENGTHENING UNH'S IMPACT

- Jesse Stabile Morrell**
Assistant Dean for Undergraduate &
Professional Studies
- Ashby Kinch**
Vice Provost and Dean of the
Graduate School
- Christa Ricker**
Director, New Student & Family Programs
- Tessa Marinello**
Student, First Year Representative of
Student Senate
- Sarah Dorner**
Assistant Dean for Graduate Admissions
and International Outreach, Franklin
Pierce School of Law
- Mihaela Sabin**
Professor of Computer Science,
UNH Manchester
- Paul Robertson** (Co-Chair)
Senior Lecturer and Faculty Director,
Hamel Center for Undergraduate
Research
- Anthony S. Davis** (Co-Chair)
Dean, College of Life Sciences
and Agriculture
- Mark Milutinovich**
Executive Director, Research and Large
Center Development
- Ruth Varner**
Professor, Interim Director of the
Institute for the Study of Earth, Oceans,
and Space
- Stephen Bird**
Professor and Director, Carsey School of
Public Policy
- Sonic Woytonik**
Senior Lecturer, Department of
Security Studies
- Rawan AlSarra**
Student, Doctoral Candidate in Nutritional
Sciences Ph.D. Program
- Neil Sirota**
Assistant Dean for Career Services and
Strategic Initiatives, Franklin Pierce
School of Law
- INTERDISCIPLINARY TEACHING AND
RESEARCH EXCELLENCE**

- Kathleen Grace-Bishop** (Co-Chair)
Director of Education and Promotion,
Health & Wellness
- Jeffrey M Halpern** (Co-Chair)
Professor, Department of Chemical
Engineering and Bioengineering and
Chair, Faculty Senate
- Kendra Lewis**
Professor and State Specialist for Youth &
Family Resiliency
- Guangzhou Chen**
Assistant Professor, Department of
Recreation Management and Policy;
Extension Affiliate Faculty, Community
and Economic Developmen
- Annie Nevells**
Director, Graduate Enrollment
and Advising
- Nadine Petty**
Associate Vice President for Division of
Diversity, Equity, and Inclusion, Chief
Diversity Officer
- Maggie McGrath**
Student, Student Senate Health and
Wellness Council Chairperson
- Lisa Enright**
Assistant Dean of Student Success,
College of Professional Studies at
UNH Manchester
- Fumi Kimura**
Deputy Director of Athletics
- COMMITMENT TO WELL-BEING AND
BELONGING**

The Four Strategic Pillars

The University of New Hampshire's strategic plan is built on what we heard from our community. Through several listening sessions and thoughtful conversations, four clear priorities emerged. These are areas where we can make the greatest impact by focusing our collective energy, talent, and resources.

Each pillar includes broad objectives that will guide our priorities, investments, and progress over the next five years, ensuring we stay aligned with our mission and accountable in our work.

Together, these pillars ensure that the university's efforts are aligned, future-focused, and rooted in our mission to serve the public good, foster student success, and strengthen New Hampshire's vitality.



Strengthening UNH's Impact

We help New Hampshire thrive by teaching practical skills, conducting research that addresses real-world problems, and partnering with local communities and businesses. Together, we improve lives, protect natural resources, and build a stronger, healthier future for our state.

Strengthen Community and Economic Vitality

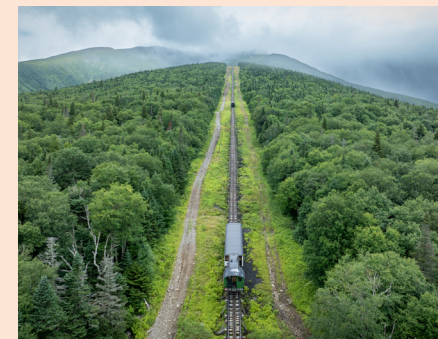
Partner with local leaders to improve quality of life, health, and economic development, especially in rural and underserved communities, through civic engagement, volunteerism, community planning, technical assistance, and data-informed decision-making.

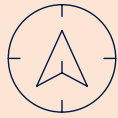
Deliver Research-Driven Solutions

Foster and promote university research that addresses New Hampshire's most pressing needs, such as housing, energy, and workforce needs, by supporting applied research, shaping policy, encouraging citizen science, and recognizing those who drive positive impact on the state.

Advance Workforce Readiness and Opportunity

Expand students' career opportunities and help New Hampshire attract and retain workers through expanded internships, employer engagement, non-degree programs, alumni mentoring, and targeted outreach to high school and community college students.





First Choice Destination

While UNH is already a first-choice university for many, we're working to expand that distinction among motivated prospects who are actively seeking a university that matches their ambition and values. By advancing academic excellence, research impact, and student success, we will attract a highly driven student body and ensure every student thrives academically, socially, and professionally. With a focus on faculty excellence, research, career pathways, student support, and campus culture, UNH will reinforce its status as a premier public university in New England.

Advance Academic Excellence

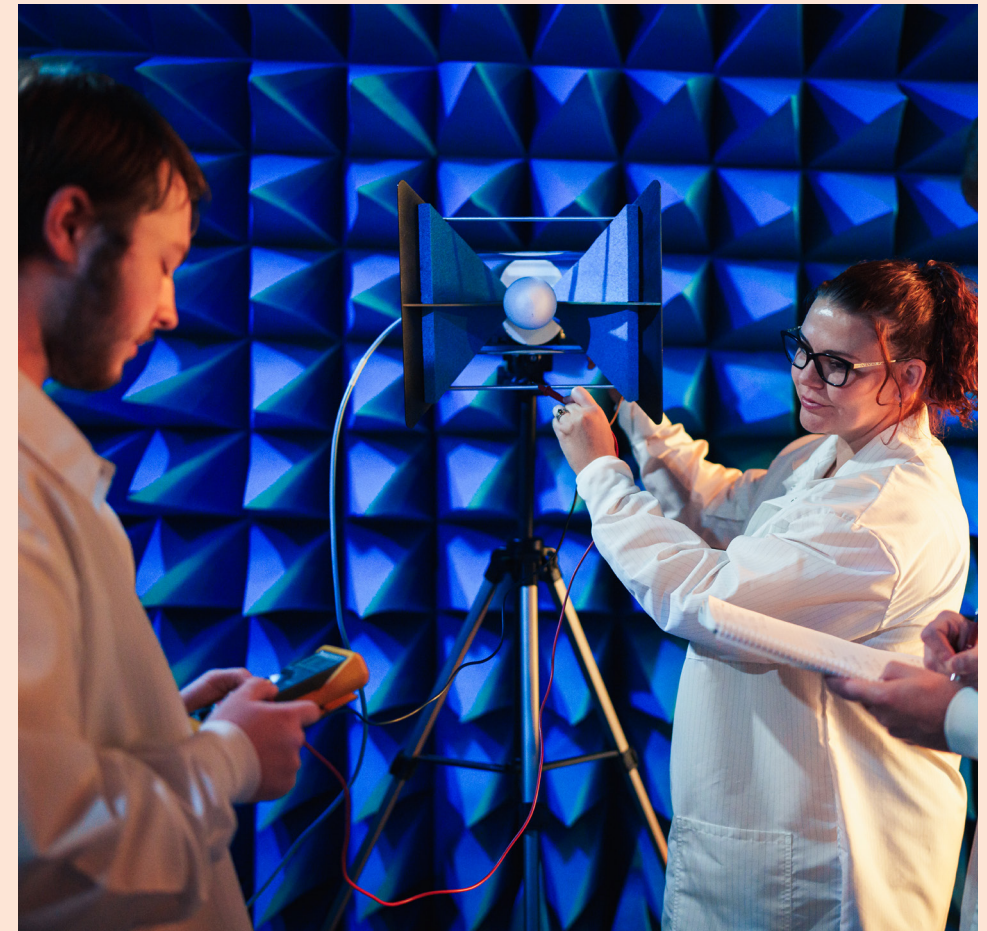
Strengthen education at all levels by reinvigorating our pedagogies, expanding our high-impact experiential learning opportunities, and leveraging our research and innovation impact to meet evolving learner needs.

Enhance Student Experience

Create inclusive, supportive environments by modernizing campus spaces and facilities, and tailoring services to help students thrive academically and socially.

Elevate UNH's Market Position

Differentiate UNH through strategic branding, access and affordability, alumni engagement, and compelling storytelling to attract and enroll high-intent students.





Interdisciplinary Teaching and Research Excellence

UNH is a Land, Sea, and Space Grant university with recognized strengths across the arts, sciences, humanities, and professional schools. Our distinctive interdisciplinary education and research bring together diverse fields to spark innovation, deepen understanding, and prepare students to tackle complex, real-world challenges in New Hampshire and beyond.

Expand Interdisciplinary Learning

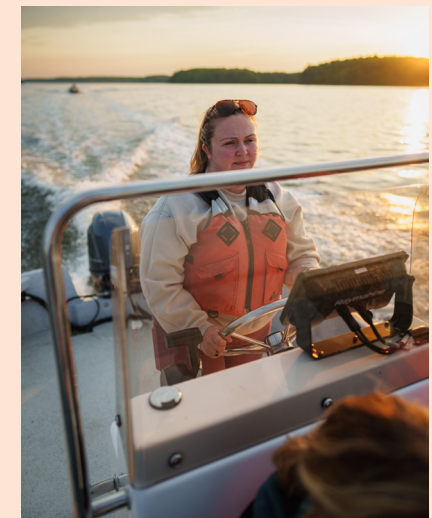
Provide all students with flexible academic and co-curricular pathways that connect diverse disciplines and support intellectual growth beyond traditional degree programs.

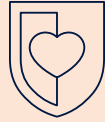
Strengthen and Focus Interdisciplinary Research

Equip the UNH community with tools, training, and funding strategies to tackle complex challenges through cross-disciplinary collaboration, while fostering research excellence from undergraduate to faculty levels.

Deepen Service and Outreach Impact

Partner with communities, industries, and K-12 schools to co-create innovative solutions to everyday challenges, align workforce training with regional needs, and broaden civic and educational engagement across New Hampshire.





Commitment to Well-Being and Belonging

This pillar focuses on fostering a welcoming, inclusive, and supportive UNH community. Through collaboration and innovative programs, policies, and practices, UNH will promote well-being, belonging, and accessibility, empowering students and employees to thrive both personally and professionally.

Promote Holistic Well-Being

Support individual needs and collaborate with public health partners across campuses to ensure equitable access to health and wellness resources for all members of the UNH community.

Foster Belonging and Inclusion

Offer programs and training that support well-being, personal development, and social connection to create a connected and inclusive community.

Value and Support Employees

Build an equitable, rewarding work environment through fair policies on workload, pay, promotion, and professional development while ensuring transparency during organizational change.

Embed Health in Campus Culture

Integrate health and well-being into the university's culture, policies, research, and communication to foster a thriving, supportive environment for all members of the UNH community.



Connecting the Dots

UNH's strategic plan is built on four distinct pillars, but real impact happens where those pillars intersect. Through extensive community input and analysis, six powerful themes emerged that cut across every area of focus. These shared priorities are more than supporting ideas; they are the connective tissue that unifies our work and amplifies our potential.

- 1. Student-Centered Excellence:** Student success is the foundation of every pillar, reflected through academic rigor, a vibrant co-curricular experience, career preparation, and a commitment to student well-being.
- 2. Sustainability:** Sustainability is a strong, though sometimes implicit, thread that runs through the four strategic pillars, connecting environmental, economic, and social dimensions.
- 3. Research and Innovation as Enablers:** Research and innovation drive progress across all pillars: advancing academic excellence, addressing community challenges, and fueling economic development statewide.
- 4. Access and Belonging:** Building a community of access, opportunity, and belonging is central to UNH's future, supported through admissions strategies, robust student and employee support systems, and cultural initiatives that foster respect and pride.
- 5. Strategic Partnership and Outreach:** Partnerships with industry, community organizations, public institutions, and alumni are key to extending UNH's mission beyond campus, accelerating impact, and strengthening New Hampshire's social and economic vitality.
- 6. Data-Informed and Forward-Looking Planning:** Across all pillars, we commit to clear, measurable, and adaptive strategies, positioning UNH to lead in a dynamic, rapidly changing world.

These themes connect and strengthen the four strategic pillars that define our most critical areas of focus for the next five years. Each pillar is grounded in our guiding theme: *Learning That Powers Impact*, a belief that education, research, and service together can drive meaningful change for our students, our communities, and the state of New Hampshire.



How We Deliver

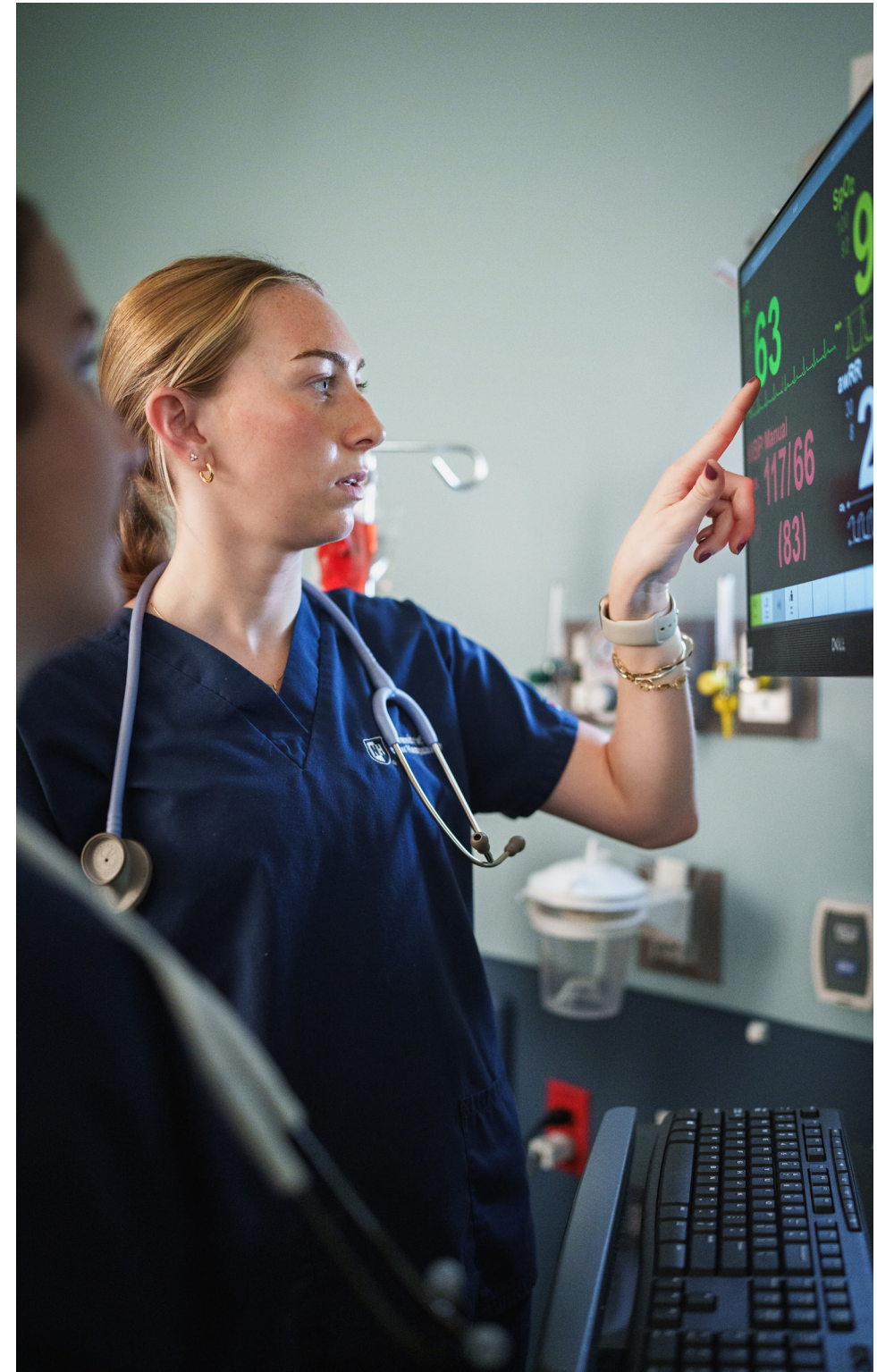
The success of this strategic plan depends not only on visionary goals but also on the disciplined and effective management of our resources, people, and operations. As we pursue the priorities outlined in our four strategic pillars, UNH will anchor its work in a foundation of financial sustainability, as well as a recognition of the demographic, economic, and political realities in which we will implement this plan.

We are committed to designing and implementing a new budget model that allows for informed decision-making, supports strategic goals, and fosters long-term financial health. We will rigorously scrutinize our operations to identify efficiencies, drive innovation, and foster continuous improvement.

We will align our academic and program offerings with the evolving needs of students and employers, ensuring that what we offer is both mission-driven and market-responsive.

Managing faculty and staff effectively will remain a top priority. We will invest wisely in our people, aligning talent with strategic needs and fostering a culture of adaptability, accountability, and excellence.

These operational commitments are not separate from our strategic vision; they are integral to its delivery. Every decision we make will reflect our responsibility to the students, families, partners, and citizens we serve.



Making It Happen

Achieving the ambitions outlined in this strategic plan requires more than setting goals; it demands disciplined execution, transparent measurement, and a commitment to continuous improvement. Implementation of the plan will be an integrated, dynamic process that engages leadership, faculty, staff, students, and partners across all campuses.

UNH will implement this plan through the following framework:

Governance and Leadership Oversight

An Implementation Committee, comprising university leadership, faculty, staff, and student representatives, will provide ongoing oversight of implementation. This body will monitor progress, recommend adjustments, and ensure strategic alignment across the university. Strategic oversight will also be incorporated into regular cabinet meetings, college dean reviews, and Board of Trustees reporting cycles.

Strategic Action Planning

Each college, school, division, and major administrative unit will develop and maintain a strategic action plan aligned with the university's four strategic pillars and the tenets of operational excellence. These action plans will specify unit-level and collaborative initiatives, resource allocations, timelines, and responsibilities, ensuring that every part of the university contributes to the plan's overarching goals.

Key Performance Indicators (KPIs) and Metrics

To make real progress, we need to know what's working and where we need to adjust. Each strategic objective will include a mix of quantitative and qualitative indicators to help us measure outcomes that matter. These metrics will be developed collaboratively with input from across the university and will be grounded in national best practices, peer benchmarks, and mission-specific outcomes.

Annual Review and Reporting

Progress against the strategic plan will be formally reviewed and reported annually through a public State of the University report and a dashboard available to internal stakeholders. This report will highlight accomplishments, areas requiring additional focus, and adjustments to tactics or priorities based on emerging opportunities or risks.

Continuous Improvement and Adaptability

Recognizing the dynamic nature of higher education and public needs, UNH will build flexibility into the implementation process. Feedback loops, environmental scanning, and regular stakeholder engagement will allow the university to refine approaches as conditions change, while remaining true to the core vision and goals.



Our Path Forward

The University of New Hampshire stands at an inflection point. Across the country, and especially in the Northeast, the ground beneath higher education is shifting. Demographic contraction, declining public trust, funding constraints, and rapidly evolving workforce demands are not theoretical threats; they are active forces already reshaping the landscape in which we operate.

But UNH is not defined by headwinds. We are defined by how we respond to them.

As the state's flagship public research university and one of the nation's only Land, Sea, and Space Grant institutions, we have a responsibility and a rare opportunity to lead with purpose and integrity. We combine the resources of a top-tier research university with the mission-driven heart of a public institution rooted in place. That makes us different. That makes us essential.

This strategic plan is both a blueprint and a rallying cry. Guided by the principle of Learning That Powers Impact, it lays out a focused path to elevate academic excellence, expand interdisciplinary research, invest in student success, promote belonging and well-being, and extend our service to the state of New Hampshire and beyond. It is also a call to operational rigor; to steward our people, programs, and resources wisely and boldly.

But the true power of this plan lies not in its pages. It lies in our people.

The next five years will challenge us to think boldly, adapt quickly, and lead with purpose. But with our students, faculty, staff, alumni, and partners working in alignment, we will rise to meet the moment. Together, we will build a stronger UNH that leads with impact, lives its values, and lights the way forward for New Hampshire and the world.





University of New Hampshire

For updates on the implementation
of our strategic plan, visit:

unh.edu/leadership/unh-2030



University of
New Hampshire

University System
of New Hampshire

USNH Future Visioning

June 2025

Urgent Problem: Charge to the Presidents' Council



- Directional modeling done for the September 2024 Board retreat identified a \$50 million gap by FY 30 for USNH to achieve a 1% operating margin, contributing to cash projections indicating investments would need to be liquidated by FY 28 to meet operating expenses.
 - Over the past five years, many initiatives have been implemented to reduce/contain costs and investments made to increase revenues. However, it is not be enough to withstand the revenue reductions caused by demographic and market forces.
- Accordingly, the Board tasked the Presidents' Council
 - **As the highest and most urgent priority, the presidents' council will 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.**

Process Undertaken by Presidents' Council (PC)



- The PC met multiple times, with and without the provosts and CFOs, and communicated frequently outside those meetings since the Board's charge was delivered in early October 2024.
- Met with leadership of NECHE to discuss accreditation options and impacts.
- Developed charges for finance and provost's councils to support PC assessment.
- Met with the National Association of Higher Education Systems (NASH) to chart a path forward with assistance from the former Chancellor of the Alaska system. After some engagement, PC decided this path would not bear results with the urgency needed.
- Three of us attended the NASH conference in March and met with presidents and chancellors from around the country who are tackling similar challenges.
- Met with the former chancellor of the Maine system who shepherded the first single **system** accreditation model.
- Engaged EAB for strategic advisory services on a number of fronts, starting with academic planning and effectiveness.

Due Diligence Considerations Needed (Presidents' Council & Others)



- Mission Impact
- Student Impact
- Legal Impact
- Political/Legislative Impact
- Market/Revenue Impact
- Barriers to Success
- Incremental Opportunities Presented
- State of NH funding/investment Impact
- Federal research and financial aid funding

- Status quo with current organizational structure
- Some type of future combination of USNH and CCSNH
- UNH breaking off and a combination between PSU, KSC and CCSNH
- Integration of UNH and system office and more coordinated leadership between PSU and KSC
- A single university geographically dispersed