



Governance Committee Meeting

March 19, 2026

10:45 am - 12:15 pm

Merrill Place Conference Center, Multipurpose Room A

Plymouth State University

<https://teams.microsoft.com/meet/29862302969191?p=CGpqUxRjicE9UeyoU9>

Meeting ID: 298 623 029 691 91 Passcode: w4Aa3Wd2



2026 March 19 - Governance Committee Meeting

Agenda and Materials

I. Committee Roster

Kass Arding, Chair,
 Christiana Thornton, Vice Chair,
 Maureen Beauregard,
 Jamie Burnett,
 Brendan Finn,
 Patrick Griffin

II. Call to Order

Determine the presence of a quorum sufficient for the conduct of business and take attendance of all meeting participants.

1 minute	III. Approval of Meeting Minutes Proposed Motion: MOVED, the Governance Committee hereby approves the minutes of the meeting of October 23, 2025 as presented in the materials distributed with the agenda to this meeting.	Approve	
	A. 2025-10-23 Governance Committee Minutes Draft.docx		4
25 Minutes	IV. Governance Structure of Potential Innovation Park at The Edge Chad Pimentel	Discussion	
	A. 2026-03-19 Edge Governance Update .pdf		6
5 Minutes	V. Amended BOT Policy on Trustee Attendance Expectations Chad Pimentel	Action Item	
	A. BOT Policy on Trustee Expectations.docx		21
5 minutes	VI. Accept and Review Enterprise Risk Management Report Chad Pimentel	Receive report	
	A. ERM- Mitigation plans tracking - Governance Feb 26 Update.docx		23
25 minutes	VII. Structure of UNH Chancellor Role Chad Pimentel	Discussion	
	A. Presentation on Options for Roles of UNH President and USNH Chancellor March 2026.pdf		26
10 min	VIII. Review Board Self-Evaluation Questions Chad Pimentel The Committee did not change the questions last year, so attached materials are dated as of 2024.	Discuss	
	A. USNH Board Committee Questionnaire 2024.pdf		34
	B. USNH Board Performance Questionnaire 2024.pdf		39
	C. USNH Trustee Self-eval Questionnaire 2024.pdf		44

5 minutes IX. Review Committee Work Plan for GY25-26
Chad Pimentel Review and Amend
as Needed
Review committee work plan - adjust, if needed

A. Governance Committee Workplan GY 26 Updated March 26.docx 49

5 minutes X. Diversity on the Board of Trustees Discuss
Standing item on committee work plan for review and discussion, as
needed.

XI. Call for Further Business

Old business, new business, and Chair's closing comments.

XII. Adjourn



BOARD OF TRUSTEES GOVERNANCE COMMITTEE

Meeting Held at Young Student Center
Keene State College, Keene, NH
October 23, 2025

Meeting Minutes

DRAFT

In Attendance: Governance Committee members present at meeting location: Committee Chair Kass Ardinger, Committee Vice-Chair Christiana Thornton, Jamie Burnett, and Brendan Finn. Committee members participating remotely: Committee members absent: Maureen Beauregard and Patrick Griffin. Other trustees present: Matthew Ash, Don Birx, Elizabeth Chilton, Jeremy Dupuis, Tim Hoheneder, Shawn Jasper, Kevin Knarr, Brian McCabe, and Mike Pilot. Others participating in meeting: UNH EVPFA Aaron Howell, UNH University Architect Ken Weston, and USNH General Counsel Chad Pimentel.

Call to Order: At 10:45 am, Committee Chair Ardinger called the meeting to order and noted the presence of a quorum sufficient to do business.

Approval of Minutes: By motion made by Trustee Thornton and seconded by Trustee Burnett, the Committee unanimously voted as follows to approve the minutes of its most recent meeting:

VOTED, the Governance Committee hereby approves the minutes of its June 26, 2025 meeting as presented in the materials distributed with the agenda to this meeting.

Review of Annual Inventory of Trustee Skills and Interests and Report of Board Skill Gaps to Nomination Committee: The Committee reviewed the results of the annual inventory of trustee skills and interests. The Committee noted that skill gaps remained in the areas of law, safety and security, and agriculture. The Committee also noted continuing imbalances in the gender, race, and county of residence of trustees. The Committee then referred these identified gaps to the Nomination Committee for its use in identifying and recommending future candidates for appointment or election to the Board. The Committee also noted that with recent turnover, a clear majority of trustees have held their seats for five or less years and will discuss whether that warrants future programming designed to support those trustees.

Presentation on Governance Structure for Potential Innovation Park at The Edge: UNH EVPFA Aaron Howell and University Architect Ken Weston gave an informational presentation on the options for the governance structure of the potential innovations park to be created at The Edge in Durham. Options considered included direct UNH control of the project, creation of an affiliated non-profit entity, creation of an independent non-profit entity, and creation of a separate for-profit company. Benefits of

a separate entity (as identified by a third-party consultant) include limitation of financial and liability risk and allowing the separate entity to have a distinct separate mission. Challenges associated with a separate entity include a loss of control over a large, visible project, creating reputational risk, and a lack of clarity around how the project would then benefit UNH or USNH financially. A robust discussion followed, with trustees asking questions about the above topics, as well as about the resources necessary to pursue the project. The Committee asked for a more detailed comparison of the affiliated nonprofit model against the unaffiliated nonprofit model, with both financial and governance concerns included to the extent possible, to be brought back to the Committee in March.

Proposed Amended Policy on Trustee Attendance Expectations: At its June meeting, the Committee discussed the possibility of amending the Board Policy on expectations on trustee attendance in order to clarify the expected standard of attendance. General Counsel Chad Pimentel presented a draft amendment that would clarify that trustees are expected to have no more than one unexcused absence per governance year at Board and committee meetings. Absences would be excused or not by the chair of the board or committee. The Committee asked for clarifications to the amendment's language. A revised version will return to the Committee in March for action by the Committee and Board.

Update on Trustee Orientation Process: General Counsel Chad Pimentel provided an update on the process. The initial orientation session has been held and new trustees have been assigned mentors. Campus visits are in process as well.

Review of Committee Workplan: The Committee reviewed and accepted its proposed work plan for the coming year as presented in the meeting materials.

Diversity on the Board of Trustees (Standing Item): The committee determined that this item had been sufficiently discussed during the earlier review of the trustee skills and interests inventory.

Adjourn: At 11:55 am, Chair Ardinger called for further business and, hearing none, adjourned the meeting.



University System
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Update on Possible Governance Structures for The Edge

Goals

- Review prior discussion
- Provide requested additional information on two options
- Determine what (if any) additional information is needed
- Get Committee input on whether independent entity model (of any type) is a viable option so that draft incorporation, bylaw, etc. documents can be drafted for Committee and Board approval at a later meeting

Consultant Evaluation (October '25)

Analysis suggested an independent, private non-profit 501(c)(3) to enable strategic and operational activities at The EDGE

Degree to Which Governance Structure Enables Strategic Activities	Ranking
Strong and enabling	5
Moderately strong and enabling	4
Somewhat strong and enabling	3
Moderately weak and restrictive	2
Weak and restrictive	1

Strategic and Operational Activities	Independent, Private Non-Profit	University-Affiliated Non-Profit	University-Affiliated For-Profit	Government Agency, Quasi-Public Corporation, or Public Authority	For-Profit Developer
Allows for speedy procurement	5	2	2	1	5
Supports efficient decision-making	4	3	3	2	5
Offers flexibility in decision making and other processes	5	2	2	1	4
Promotes access to leverage other revenue sources	5	2	3	3	5
Promotes an equitable, collaborative, shared approach to governance (e.g., committees with diverse stakeholders and intentionally broad inputs)	5	3	3	3	1
Offers control and responsibility for maintenance and infrastructure needs	5	2	2	2	5
Supports direct and indirect impact on expenditures and/or resources for the institution	3	4	5	2	1
Supports direct and indirect impact on revenues and/or resources for the institution	3	4	5	2	1
Leverages strong processes to establish and gather performance metrics (e.g., annual budget, annual expectation – milestones / targets)	4	3	3	2	3
Ensures confidentiality of tenants and partners	5	2	2	2	5
Total	44	27	30	20	39

Outcome of October Discussion



- Committee asked for additional information and re-evaluation of two options:
 - Independent non-profit
 - Affiliated non-profit
- Staff also re-evaluated consultant recommendation
 - Input from proposed master developer
 - Further development of the project

Independent vs. Affiliated Non-profit



While both would involve day-to-day management of the Edge happening outside of UNH (and this Board), there are material differences:

- Governing rules
- UNH/USNH level of oversight
- Mission
- Start-up costs
- Liability protection
- Financial benefits
- Dissolution

Governing Rules



Independent	Affiliated
N.H. Voluntary Corporation Law	N.H. Voluntary Corporation Law
IRS Tax Exempt Org. Law	IRS Tax Exempt Org. Law
-	USNH Board Policy <ul style="list-style-type: none"> • Currently UNHF-based; BOT may direct activities, order dissolution, & impose employment requirements on Foundation
Bylaws & Incorporating Documents	Bylaws & Incorporating Documents
Lease (if any)	

Mission/Decision-making



Independent	Affiliated
Ensure project success while aligning with UNH's mission	Support UNH's mission
Decision-making at commercial scale/speed	Decision-making authority as delegated by BOT/UNH

UNH/USNH Governance Involvement



Independent	Affiliated
UNH/USNH leadership entitled to representation on NewCo Board	USNH Board retains “ultimate control” over NewCo activities
UNH employees may perform work for NewCo, although too much overlap risks loss of liability protection	UNHF model of employment
USNH could require regular reporting	USNH automatically has unfettered access to books and records
NewCo actions associated with UNH?	NewCo actions associated with UNH

Start-up Costs

Independent	Affiliated
UNH/USNH staff time	UNH/USNH staff time
Site prep work	Site prep work
Insurance	
Professional costs (legal, audit, etc.)	
NewCo Staff?	

Liability Protection

Independent	Affiliated
Separate financial statements; performance of NewCo would not affect System finances	Financial statements “roll up” to System financial statements (as UNHF’s do now) and would affect System finances
Separate legal identity and insurance mean claims against NewCo would not reach UNH/USNH	Claims against NewCo would reach UNH/USNH

Financial Issues: Funding



Independent	Affiliated
One-time capital infusion from UNH + land transfer	Capital outlay by UNH +land transfer
Project development proceeds	Project development proceeds
Outside funding (i.e. redevelopment grants)?	

Financial Issues: Participation



Independent	Affiliated
Participation fee	Participation fee
Ground lease payments	Ground lease payments
Option to participate in particular projects with NewCo approval	Guaranteed option to participate in particular projects

Voluntary Dissolution



Independent	Affiliated
As directed by NewCo board	As directed by NewCo board
	As directed by System Board of Trustees

Questions for Committee



- Does either option sound appealing?
 - Other options exist (i.e. sell property directly to developer)
- Additional data?
- Comfortable proceeding to drafting of bylaws, etc. for review?

Questions from Committee



???

BOT Policy I.D. Expectations of Members of the Board of Trustees

1. Membership on the USNH Board of Trustees is an exciting, rewarding, and demanding endeavor. Full and proper execution of the duties and responsibilities of a Trustee requires a substantial commitment of time, intellectual energy, and effort. Every Trustee is expected to meet or exceed shared standards for participation, decorum, collegiality and integrity including, but not limited to, the following.
2. A Trustee shall at all times discharge his or her duties as a Trustee in good faith, with the care an ordinarily prudent person in a like position would exercise under similar circumstances and considering only the best interests of USNH and the component institutions.
3. A Trustee shall carefully prepare for, and regularly attend, all scheduled Board meetings and the meetings of Committees to which he or she is assigned. A trustee is not “regularly attending” meetings if he or she is absent without excuse more than once per year . Trustees are expected to attend meetings in person if reasonably practical to do so, as provided in the New Hampshire Right-to-Know Law.
4. A Trustee shall commit the time necessary to actively participate and be effective in Board and Committee meetings.
5. A Trustee shall act with decorum and recognize that his or her behavior will be attributed to and reflect on the other members of the Board and USNH. In meetings, other Board events and activities, and in his or her life outside of the Board, a Trustee shall relate to every other member of the Board with a spirit of collegiality, respect, and cooperation.
6. A Trustee shall faithfully execute his or her duties in a manner he or she reasonably believes to be in the best interests of USNH, setting aside all other interests, personal or otherwise. A Trustee shall recuse themselves from any matter in which they doubt their ability to execute their duty solely in the best interests of USNH. Upon recusal a Trustee shall take no part in the deliberation or decision of an issue and shall not in any way influence or attempt to influence the Board’s or any Trustee’s position on the matter.
7. A Trustee may challenge the judgment of others when he or she deems it necessary to do so, and shall vote his or her individual convictions after listening to others. A Trustee must, however, work with fellow Board members in the best interests of USNH and should not undermine Board decisions publicly or otherwise.
8. A Trustee shall support the Chancellor's and Presidents' roles as chief executive officers, to whom the Board has delegated broad responsibility for the management and administration of his or her respective institution.

9. A Trustee shall communicate promptly and as appropriate any significant concern or complaint of which he or she becomes aware to the Chancellor or Board Chair.
10. A Trustee shall recognize that he or she is not the official spokesperson for USNH or the Board unless otherwise designated. When a Trustee engages in communications as an individual, whether with USNH students or employees, public officials or citizens, the media, or anyone else, the Trustee shall be guided by the expectations set forth in this statement.
11. A Trustee shall support the fundraising activities of USNH and its component institutions through financial participation and otherwise, according to his or her personal circumstances.
12. The constituency of each Trustee is USNH, regardless of the source of appointment. A Trustee shall act independently for the benefit of USNH as a whole and not for the benefit of a particular program or interest.
13. A Trustee shall comply with the letter and spirit of the Board of Trustees' Policy on Conflict of Interest, [BOT III.I.](#)
14. A Trustee shall not engage in conduct that would bring discredit on the Board or USNH or any of its component institutions.
15. The Board Chairman or Executive Committee may refer to the Governance Committee any case in which a member of the Board is reasonably believed to have violated the Board's Bylaws, a Board policy, or their legal duty as a Trustee. The Governance Committee shall fully and fairly review the matter and report to the Executive Committee its findings and recommendations for further action, if any. The Executive Committee, after considering the findings and recommendations, may issue a private reprimand, recommend to the full Board a public vote of censure or, in appropriate cases, no confidence, or take such further action as may be allowed by law. No trustee or other person shall be subject to retaliation in any form for making a complaint against a trustee, or participating in the review of such complaint, provided the trustee or person does so in good faith and with a reasonable belief in the truth of their allegations, testimony, and other statements.



ENTERPRISE RISK MANAGEMENT

**Risk Monitoring Report to the
Board of Trustees**

Updated February 2026 for March 2026 Meeting

Process for Management of Enterprise Risks:

Ultimate responsibility for governance issues sits with the Board, although the Presidents' Council is the main entity tasked with evaluating and executing on these issues day-to-day.

Summary of the Mitigation Plans for Enterprise Risks (*Mitigation plan and progress comments columns are updated periodically. Other columns flow from the Annual ERM Report.*):

Risk Area	Accountable Office	Risk Description	ERM Champion	Likelihood	Impact	Management/Mitigation Plan	Presidents' Council Assessment Comments
Governance	Presidents' Council, Board, and executive councils	<ul style="list-style-type: none"> Need for Presidents and Chancellor to developing system design to address future challenges. 	C. Pimentel	High	High	Presidents' Council to meet throughout the year to discuss structural options. Board to be updated on ongoing basis.	This work continues although challenged by continuously changing financial conditions and changes in leadership

		<ul style="list-style-type: none"> • Disruption and slowed progress due to changes in leadership. 		High	High	Mitigation plan at the beginning of the year was focused on bedding in leaders in new roles. While that has been successful, new changes (President at KSC; EVPFA at PSU and UNH; CIO at USNH) required mid-year pivot to finding replacements.	Hiring for UNH/USNH roles complete. Board input on KSC President role needed.
		<ul style="list-style-type: none"> • Potential gaps and disconnects in executive authority and responsibility. Changes in key leadership positions and roles could cause disruption and slow progress toward change. 		High	High	See above; potential changes in key leadership became actual changes mid-year.	See above
		<ul style="list-style-type: none"> • Executive Councils are not yet consistently high functioning. 		Medium	Medium	Existing executive council functions steady. Related shared services planning has raised additional difficulties of the same kind.	N/A
		<ul style="list-style-type: none"> • System-level executive authority and responsibility shared among the Chancellor and Presidents' Council, creating potential for gaps, disconnects, and lack of initiative and ownership. • 		Medium	High	Ongoing conversations among Presidents' Council and ongoing input from Board.	This work continues although challenged by continuously changing financial conditions and changes in leadership

		<ul style="list-style-type: none"> Lack of system-wide thinking may hamper the ability to make necessary changes that effectively support the mission. 		Medium	High	See above for coordination efforts at Board and PC level. PC will need to push system-level thinking down to institutional stakeholders in light of fiscal challenges and increased shared services.	
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University of
New Hampshire

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Options for Future Structure of UNH President/USNH Chancellor Roles

March 19, 2026

Agenda



- Current state of role
- Future planning needs
- Review of statutory language
- Trustee Questions/Clarification

In June 2025, the Board voted to modify the Chancellor role as follows:

- The Chancellor shall have full executive responsibility for leadership and effective management and operation of the university system in accordance with policy, rules, and state and federal laws with the institutional presidents reporting directly to the Chancellor;
- Chancellor role to be held by person other than institutional president;
- Under the Chancellor's direction the institutional presidents are responsible for leadership and effective management and operation of the institutions;
- Structure to be revisited prior to July 1, 2027

In October 2025, Board indicated desired future state of System is three, independent, financially viable institutions.

This status quo remains in place until/unless changed by the Board.

Structure review required before July 2027

- What data needed?
- Who reviews and when?

Current Chancellor employment agreement ends July 2028

- Shared services integration happening across System
- Need to define future of role

Statutory Background



Statutory statement of Chancellor's role in [RSA 187-A:16.III](#):

[The] chancellor of the university system shall serve as the chief executive officer of the university system, as the university system's primary liaison with the general court and other elements of state government, and as chief spokes[person] for the university system. The chancellor shall serve as chairperson of the administrative board of the university system, leading and coordinating the efforts of the chief officers of the component institutions of the university system, and shall have such other duties as the board of trustees may determine.

Statutory statement of President's role in [RSA 187-A:16.II](#):

The chief executive officer of each institution shall have the authority for and be responsible for the general administration and supervision of all aspects of the institutional, research and service programs of that institution.

Statutory Background



Chancellor:

- Primary liaison with the general court
- Chief spokesperson for the university system
- Chair of the President's Council
- Leads and coordinates the efforts of the Presidents
- **Other duties as assigned by Board**
 - Board Policy
 - Resolution/Delegation
 - Employment Agreement
- No mention of "executive" or "non-executive" role

President:

- General administration and supervision of all aspects of the institutional, research and service programs of his/her campus.

Other references to Chancellor and Presidents:

- Chancellor and UNH, PSU, and KSC Presidents each listed as trustees
- Chancellor and UNH, PSU, and KSC Presidents each listed as members of System “administrative board” (i.e. Presidents’ Council)

- Status Quo: Executive Chancellor separate from institutional Presidents
- Separate role: Non-executive Chancellor separate from institutional Presidents
- Combined role: Executive Chancellor & UNH President
- Combined role: Non-executive Chancellor & UNH President (structure 2022-24)



USNH Board Committee Evaluation 2024

Default Question Block

The following pages present a series of questions intended to assist you in evaluating the performance of the committee(s) of the Board of Trustees of the University System of New Hampshire.

Please complete a separate evaluation for each committee of which you are a member or regular attendee by Friday, April 26, 2024.

All responses are confidential, sensitive, private, and not for attribution.

Trustee name (required):

Committee of which you are a member or regular attendee (required):

Please indicate whether you are an assigned committee member or a non-member attendee (required):

- Member
 Attendee

Please indicate whether you are a member or regular attendee (required):

- Member
 Attendee

Please rate the Committee's effectiveness in the following areas (required):

	Not Effective	Minimally Effective	Somewhat Effective	Generally Effective	Highly Effective	Don't know
Overseeing financial reporting and disclosures.	<input type="radio"/>					
Challenging management and applying skepticism.	<input type="radio"/>					
Assessing the independent auditor's performance.	<input type="radio"/>					
Assessing the internal auditor's performance.	<input type="radio"/>					
Staying up-to-date on changes impacting the organization.	<input type="radio"/>					

	Not Effective	Minimally Effective	Somewhat Effective	Generally Effective	Highly Effective	Don't know
Prioritizing the meeting agenda to focus on the most important issues.	<input type="radio"/>					
Assessing whether USNH has adequate processes and controls to prevent and detect fraud.	<input type="radio"/>					
Encouraging a tone at the top that conveys basic values of ethical integrity, legal compliance, and strong financial reporting and control.	<input type="radio"/>					
Questioning management, internal auditors, and independent auditors about the quality of the control environment.	<input type="radio"/>					
Fostering relationships with management, internal auditors, and independent auditors.	<input type="radio"/>					

	Not Effective	Minimally Effective	Somewhat Effective	Generally Effective	Highly Effective	Don't know
Conducting open and candid discussions with the independent auditors	<input type="radio"/>					

on tone and culture

Overseeing assigned portions of enterprise risk management.

Monitoring conflict of interest policies and procedures.

Understanding how USNH publicizes, monitors, and enforces its written codes of conduct.

Determining whether USNH has an effective compliance and ethics program.

What would most improve the Committee's overall effectiveness? (please select all that apply)

- Better understanding of the business (strategy and risks)
- Greater diversity of thinking, background, and experience
- Additional expertise - technology
- Deeper engagement by committee members
- Additional training to committee members
- Additional reporting to the committee
- Other (please specify)

Please rate the Committee's overall performance for each statement below (required):

	Never	Rarely	Some of the time	Most of the time	Always
The Committee clearly understands its role and responsibility in relationship to the overall Board.	<input type="radio"/>				
The Committee utilizes its time effectively and focuses on the appropriate issues.	<input type="radio"/>				
The Trustees come to the Committee meetings adequately prepared and are actively engaged in discussions.	<input type="radio"/>				
The Committee meeting times are appropriately allocated between management presentations and discussions.	<input type="radio"/>				
Materials sent to the Committee are useful and focused at the appropriate level of detail and enable you to understand the important issues and trends.	<input type="radio"/>				

	Never	Rarely	Some of the time	Most of the time	Always
The Committee receives sufficient and timely information to make informed and thoughtful decisions.	<input type="radio"/>				
The Committee meetings are conducted in a manner that facilitates open communication, meaningful participation, and timely resolution of issues.	<input type="radio"/>				
The Committee has the right mix of skills and experience.	<input type="radio"/>				
The Committee discusses issues at an appropriately strategic, non-operational level.	<input type="radio"/>				

Please provide any additional comments or suggestions (including specific feedback on how the meetings are run and whether the committee is working on the 'right' issues).

Thank you for completing this survey. Your responses have been submitted.

By advancing to the next page, you will be redirected to the list of survey links.

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USNH Board of Trustees Performance Evaluation 2024

Default Question Block

The following pages present a series of questions intended to assist you in evaluating the performance of the Board of Trustees of the University System of New Hampshire. Your insights are valuable to the Board's ongoing efforts to enhance its performance and effectiveness.

Please complete this evaluation by Friday, April 26, 2024.

All responses are confidential, sensitive, private, and not for attribution.

Trustee name (required):

Please rate overall Board performance for each statement below (required):

	Never	Rarely	Some of the time	Most of the time	Always
The Board utilizes its time effectively and focuses on the appropriate issues.	<input type="radio"/>				
The Board discusses issues at an appropriately strategic, non-operational level.	<input type="radio"/>				
The Board effectively guides campus and system leaders.	<input type="radio"/>				
The Trustees come to the Board meetings adequately prepared and are actively engaged in discussions.	<input type="radio"/>				
The Board knows and understands the system office's and campus' values, mission and strategies, and business plans and reflects this understanding on key issues throughout the year.	<input type="radio"/>				
	Never	Rarely	Some of the time	Most of the time	Always
The Board spends the necessary time reviewing and approving the system office's and campus' strategic directions, annual operating plans, and annual budgets.	<input type="radio"/>				
The Board and its committees are adequately assured that the system office and campuses have effective internal controls.	<input type="radio"/>				
The Board adequately monitors system office's and campus' performance against comparative data.	<input type="radio"/>				
The Board trusts campus and system leaders to be transparent and to bring all important matters to the Board	<input type="radio"/>				
The Board meeting times are appropriately allocated between management presentations and discussions.	<input type="radio"/>				

Please rate overall Board performance for each statement below (required):

	Never	Rarely	Some of the time	Most of the time	Always
Materials sent to the Board are useful and focused at the appropriate level of detail and enable you to understand the important issues and trends.	<input type="radio"/>				
The Board receives sufficient and timely information to make informed and thoughtful decisions.	<input type="radio"/>				
The Board meetings are conducted in a manner that facilitates open communication, meaningful participation, and timely resolution of issues.	<input type="radio"/>				
The Board maintains the educational integrity of the system office and campuses.	<input type="radio"/>				
	Never	Rarely	Some of the time	Most of the time	Always
The Board's organization and processes, including the committee structure and orientation process, allow it to govern effectively.	<input type="radio"/>				
The process for committee appointments is clear and well managed.	<input type="radio"/>				
The allocation of work among Board committees is reasonable.	<input type="radio"/>				
The Board's relationship with major stakeholder groups (students, faculty, staff, alumni, public) is effective.	<input type="radio"/>				
	Never	Rarely	Some of the time	Most of the time	Always
The Board and committees have the right mix of skills and experience.	<input type="radio"/>				
The Board is appropriately focused on system office and campus leadership succession planning.	<input type="radio"/>				
The staff and support for Board and committee meetings is adequate.	<input type="radio"/>				

Reflecting on your overall experience as a Board member, please answer the following questions.

Do you believe that the new Board meeting schedule (three business meetings rather than four) was effective? Do you have suggestions for changes to the meeting schedule?

Do you have suggestions for changing or improving efforts to increase diversity on the Board?

Do you have suggestions for improving Board organization and process?

Do you have suggestions for improving the way the Board receives information?

If the Board were to undertake one initiative that would make a difference in strengthening the Board's effectiveness, what would it be?

What issues should the Board address as improvements to the governance systems?

Please comment on the Board's subcommittees and offer suggestions for improvement.

Please provide any additional comments or suggestions.



Thank you for completing this survey. Your responses have been submitted.

By advancing to the next page, you will be redirected to the list of survey links.

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USNH Trustee Self-Evaluation 2024

Default Question Block

The following pages present a series of questions intended to assist you in evaluating your performance as a member of the Board of Trustees of the University System of New Hampshire. Please use this as an opportunity to make a genuine self-evaluation of your performance as a Trustee.

Please complete this evaluation by Friday, April 26, 2024.

All responses are confidential, sensitive, private, and not for attribution.

Trustee name (required):

Please select the option below that applies to your experience this year (required):

- I am a new member of the USNH Board of Trustees.
- I served as a mentor to a new Trustee.
- I am not new to the Board and I did not serve as a mentor.

Did you participate in the new Trustee mentorship program? (required)

- Yes
- No

How often did you meet with your mentor?

What aspect of the mentorship program was the most valuable to you?

What could be done to make the program more valuable for new Trustees?

Is there anything else you would like to share about your mentorship experience?

How often did you meet with your mentee?

What aspect of the mentorship program was the most valuable to you?

What could be done to make the program more valuable for mentors?

Is there anything else you would like to share about your experience as a mentor?

Please rate your performance as a Trustee for each statement below (required):

	Never	Rarely	Some of the time	Most of the time	Always
I understand the Board's roles and responsibilities.	<input type="radio"/>				
I understand my individual responsibilities as a Trustee.	<input type="radio"/>				
I commit the time and energy necessary to carry out my responsibilities as a Trustee in a conscientious and effective manner.	<input type="radio"/>				
I regularly attend meetings of the Board and committees of which I am a member.	<input type="radio"/>				
	Never	Rarely	Some of the time	Most of the time	Always
I focus my Board participation at an appropriately strategic, non-operational level.	<input type="radio"/>				
I serve as an advocate for higher education and for the University System, helping to raise the profile of each institution and the System as a whole.	<input type="radio"/>				
I strive to ensure that the missions of the institutions are kept current and are aligned with public purposes.	<input type="radio"/>				
I maintain a thorough understanding of economic trends and social needs within the state of New Hampshire and their potential impact on higher education.	<input type="radio"/>				

Please rate your performance as a Trustee for each statement below (required):

	Never	Rarely	Some of the time	Most of the time	Always
I serve in a manner that upholds and comports with the Charter and Bylaws of the University System of New Hampshire.	<input type="radio"/>				
I am well prepared for meetings by reviewing the agenda and reading the materials.	<input type="radio"/>				
I contribute to a constructive debate about issues coming before the Board.	<input type="radio"/>				
I conduct the Board's business transparently and to the highest ethical standards.	<input type="radio"/>				

	Never	Rarely	Some of the time	Most of the time	Always
I actively support fundraising and other development efforts.	<input type="radio"/>				
I serve as a liaison between the System and each institution and the business community, social and service organizations, and alumni associations.	<input type="radio"/>				
I am aware of opportunities to participate in campus events in between Board meetings.	<input type="radio"/>				
Outside of Board meetings, I attend campus events at one or more of our USNH institutions.	<input type="radio"/>				

Please rate your performance as a committee member for each statement below:

	Never	Rarely	Some of the time	Most of the time	Always
I am well prepared for my committee meetings by reviewing the agendas and reading the materials.	<input type="radio"/>				
I contribute to a constructive debate about issues coming before my Board committees.	<input type="radio"/>				
I focus my committee participation at an appropriately strategic, non-operational level.	<input type="radio"/>				

What do you find most satisfying in your role as Trustee?

What do you find least satisfying in your role as Trustee?

Please provide any additional comments or suggestions.

Thank you for completing this survey. Your responses have been submitted.

By advancing to the next page, you will be redirected to the list of survey links.

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GOVERNANCE COMMITTEE
Work Plan
GY2026



Updated as of March 2026

** Denotes Tentative item

October 2025

- Review updated BOT Inventory of Interests, Skills, and Experience
- Prepare recommended gap analysis for Nomination Committee
- Discussion of governance structure for The Edge
- Amended Board Policy on trustee attendance
- Receive report on status of new trustee development program
- Work Plan GY2026 – Assess progress, adjust as needed
- Diversity on Board of Trustees

March 2026

- Governance structure for The Edge
- Discussion of structure of Chancellor role
- Action item re Board Policy on trustee attendance
- Accept and review Enterprise Risk Management plan items assigned to committee
- Plan BOT annual self-assessment surveys
- Diversity on Board of Trustees
- Work Plan GY2026 – Assess progress, adjust as needed

June 2026

- Review results of BOT annual self-assessment surveys
- Discussion of Structure of Chancellor Role (standing annual item)**
- Review student trustee election policy and processes
- Review Orientation Programs
- Diversity on the Board of Trustees
- Work Plan GY2027 – Assess progress on GY26 plan, identify completed and continuing projects
- Review committee charter for continuing currency