



2026 March 20 Board Meeting

Plymouth State University - Merrill Place Conference Center

Plymouth



2026 March 20 Board Meeting

Board of Trustees Agenda

I. Meeting Logistics

- A. Schedule of Events - 4
- B. Directions and Parking - 6
- C. Campus Map - 8

II. Zoom Meeting Information

Meeting URL: <https://zoom.us/j/94277786949?pwd=unvb6Rbskohba8QLc5SKm2RSjr5BD3.1>

Or Telephone:

Dial: + 1 646 931 3860 (US Toll)

Meeting ID: 942 7778 6949

Passcode: 374653

III. Call to Order

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

8:30 - 8:40 am

IV. Chair's Welcome & Remarks

8:40 - 10:00 am

V. Campus Presentation

- A. Plans for Keene and Plymouth
 - 1. PSU Host Presentation - 9

President Birx

10:00 - 10:05 am

VI. Consent Agenda

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

- 1. Meeting Minutes of October 24, 2025 - 45

10:05 - 10:15 am

VII. CAO Update

Cathy Provencher

10:15 - 10:30 am

VIII. Break

10:30 am - 11:30 am

IX. Committee Reports

- A. Educational Excellence Committee
- B. Audit Committee
- C. Governance Committee
- D. Investments and Capital Planning Committee
 - 1. Approval of UNH Morse Hall- R1 Research Infrastructure Renewal Project – Phase 1
 MOVED, on recommendation of the UNH President, that the following motion be presented for consideration by the Board of Trustees

MOVED, on recommendation of the Investment and Capital Planning Committee, that the Board of Trustees approve a project budget not to exceed \$11,500,000 million dollars for the Morse Hall R1 Research Infrastructure Renewal – Phase 1 project with source of funds intended to be \$11,500,000 in UNH operating reserves.

2. Approval of PSU – PE Center HVAC Replacements, Life/Safety and Envelope Improvements

MOVED, on the recommendation of the Investment and Capital Planning Committee, that the Board of Trustees approve a project budget not to exceed \$11.2 (+\$1.3) million dollars for the PSU PE Center HVAC Upgrades, Life/Safety & Envelope Improvements, with source of funds intended to be \$5M BOT, \$3.575M Federal DOE Grant, \$2.576M PSU reserves (+\$1.3M for a total of \$3.876M PSU reserves).

E. Financial Affairs Committee

F. Nominations Committee

11:30 am -
12:00 pm

X. Nonpublic Session

MOVED, pursuant to RSA 91-A:2.I(a) and RSA 91-A:3.II(j), that the Board enter nonpublic session for the purposes of discussing strategy with respect to collective bargaining and/or considering confidential commercial information.

XI. Wrap-up and Next Steps

A. Remarks in Memory of Bob Baines

Trustee
Burnett

XII. Adjourn



**Committee & Business Meetings
Plymouth State University – Merrill Place Conference Center
14 Merrill Street, Plymouth, NH**

March 19-20, 2026

Hotel – Fairfield Inn & Suites – 12 Ridgeview Lane, Plymouth

Parking – Reserved spaces in Kelly Lot on Merrill Street across from the Conference Center. Please bring your Trustee parking pass.

WiFi – Network – PSU-Events – Password – Welcome2PSU!

Schedule of Events

Thursday, March 19

- 8:00 am – 8:30 am **Breakfast**
Pre-function area

- 8:30 am – 10:30 am **Educational Excellence Committee**
<https://zoom.us/j/93390646282?pwd=eUPq3CVv7SH0Ja8Ta72sjcGMMpONKv.1>
Meeting ID: 933 9064 6282 Passcode: 366274
Multipurpose Room B

- 10:30 am – 10:45 am **Break**

- 10:45 am – 12:15 pm **Audit Committee**
<https://zoom.us/j/92490858542?pwd=ji0WMEwwKb7fvqC4vnTvd3ZIClauHk.1>
Meeting ID: 924 9085 8542 Passcode: 702119
Centre Lodge – Granite Room

- 10:45 am – 12:15 pm **Governance Committee**
<https://teams.microsoft.com/meet/29862302969191?p=CGpqUxRjicE9UeyoU9>
Meeting ID: 298 623 029 691 91 Passcode: w4Aa3Wd2
Multipurpose Room A

- 11:00 am – 11:45 pm **Investments and Capital Planning Committee**
<https://zoom.us/j/91980476481?pwd=ACPJOagZ4CIS60dioW8p3VU4z6Z1ca.1>
Meeting ID: 919 8047 6481 Passcode: 595381
Multipurpose Room B

- 12:15 pm – 1:00 pm **Lunch**

- 12:15 pm – 1:00 pm **Nominations Committee**
Multipurpose Room A
- 1:00 pm – 3:00 pm **Investments and Capital Planning Committee**
<https://zoom.us/j/91980476481?pwd=ACPJOagZ4CIS60dioW8p3VU4z6Z1ca.1>
Meeting ID: 919 8047 6481 Passcode: 595381
Multipurpose Room B
- 3:00 pm – 3:15 pm Break
- 3:15 pm – 5:30 pm **Financial Affairs Committee**
<https://zoom.us/j/99678882837?pwd=PnBfOxpzIbzMFWHPMJTLFFmEm0BJU7.1>
Meeting ID: 996 7888 2837 Passcode: 273065
Multipurpose Room B
- 5:30 pm – 8:00 pm Reception/Dinner
Merrill Place Conference Center (Lobby/Multipurpose A)

Friday, March 20

- 8:00 am – 8:30 am Breakfast
Pre-function Area
- 8:30 am – 12:00 pm **Board Meeting**
<https://zoom.us/j/94277786949?pwd=unvb6Rbskohba8QLc5SKm2RSjr5BD3.1>
Meeting ID: 942 7778 6949 Passcode: 374653
Multipurpose Room B
- 12:00 pm – 1:00 pm Lunch (boxed lunches to go)
Pre-function Area



**USNH Board of Trustees Meeting
March 19-20, 2026**

**DIRECTIONS AND PARKING INSTRUCTIONS -
Merrill Place Conference Center:**

- From I-93, take Exit 25, Plymouth.
- Continue on NH-175A West, ¼ mile to roundabout.
- Take first exit out of the roundabout (1st right) onto US-3 N/Main St.
- Turn left onto Merrill Street. Proceed west up the hill on Merrill Street.
- Turn left into campus parking lot number #304. This lot is adjacent to the Merrill Place Conference Center (designated as building #24 on the attached map).

If helpful for routing your travel, please find a direct link to the location via Google maps here:
<https://maps.app.goo.gl/ZczGVYwyTTNNPP8v8>



**USNH Board of Trustees Meeting
March 19-20, 2026**

Directions to/from:

**Fairfield Inn & Suites Plymouth
12 Ridgeview Lane
Plymouth, New Hampshire 03264
603-536-0100**

<http://www.marriott.com/hotels/travel/lcipl-fairfield-inn-and-suites-plymouth/>

Directions from I-93:

Take exit 26 from I-93. Follow NH-3A S to Riverside Dr. Hotel is on Ridge View Ln.

Directions from Fairfield Inn to Plymouth State University campus (2.6 mi/6 min):

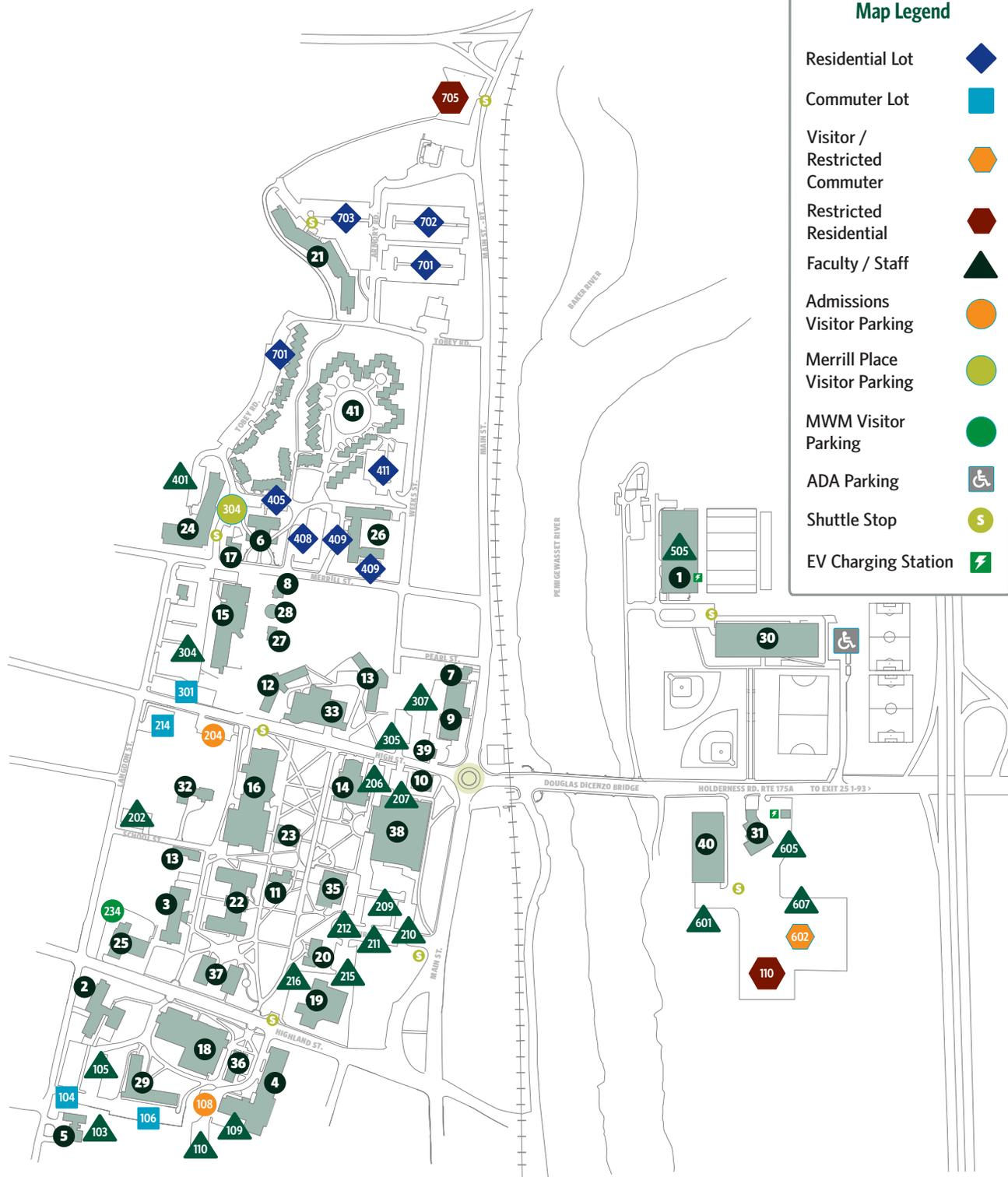
- Head south on Riverside Dr toward NH-25E/NH-3A (289 ft)
- Turn left onto NH-25E/NH-3A N (1.7 mi)
- Turn right onto NH-25E/US-3 S/Main St (0.6 mi)
- Turn right onto Merrill Street
- Destination: Merrill Place Conference Center will be on the right with designated parking (in lot #304) on the left

Directions from Plymouth State University campus to Fairfield Inn (3.0 mi/6 min):

- Exit parking lot #304 and turn right onto Merrill Street to proceed down the hill
- Turn left onto US-3 N/Main St (0.8 mi)
- Use the left lane to merge onto NH-25W/NH-3A S (2.0 mi)
- Turn right onto Riverside Drive (377 ft)
- Destination: Fairfield Inn will be straight ahead (23 ft)

Plymouth State University

1. ALLWell North
2. Belknap Residence
3. Blair Residence
4. Boyd Science Center
5. Center for Children and Young Families
6. Centre Lodge
7. The Chapel — Spiritual Center
8. Counseling Center
9. Draper & Maynard Building / Makerspace
10. Eco House
11. Ellen Reed House
12. Geneva Smith Residence
13. Grafton Smith Residence
14. Guy E. Speare Administration Building
15. Harold E. Hyde Hall
16. Hartman Union Building (HUB)
17. Health Services Building — Mary Taylor House
18. Herbert H. Lamson Library and Learning Commons
19. Highland Hall
20. Holmes Alumni House
21. Langdon Woods Residence
22. Mary Lyon Residence
23. Memorial Hall
24. Merrill Place Residence and Conference Center
25. Museum of the White Mountains
26. Non-Traditional Student Apartments
27. Office of Environmental Sustainability
28. Peace Garden & Labyrinth
29. Pemigewasset Residence
30. Physical Education Center / Human Performance Center
31. Physical Plant
32. President's House
33. Prospect Dining Hall
34. Robert Frost House
35. Rounds Hall
36. Russell House — Admissions Office
37. Samuel Read Hall Building / Heritage Commons / Reflection & Spiritual Care Center
38. Silver Center for the Arts
39. University Police
40. Welcome Center and Ice Arena
41. White Mountain Apartment Complex



Board of Trustees Meeting

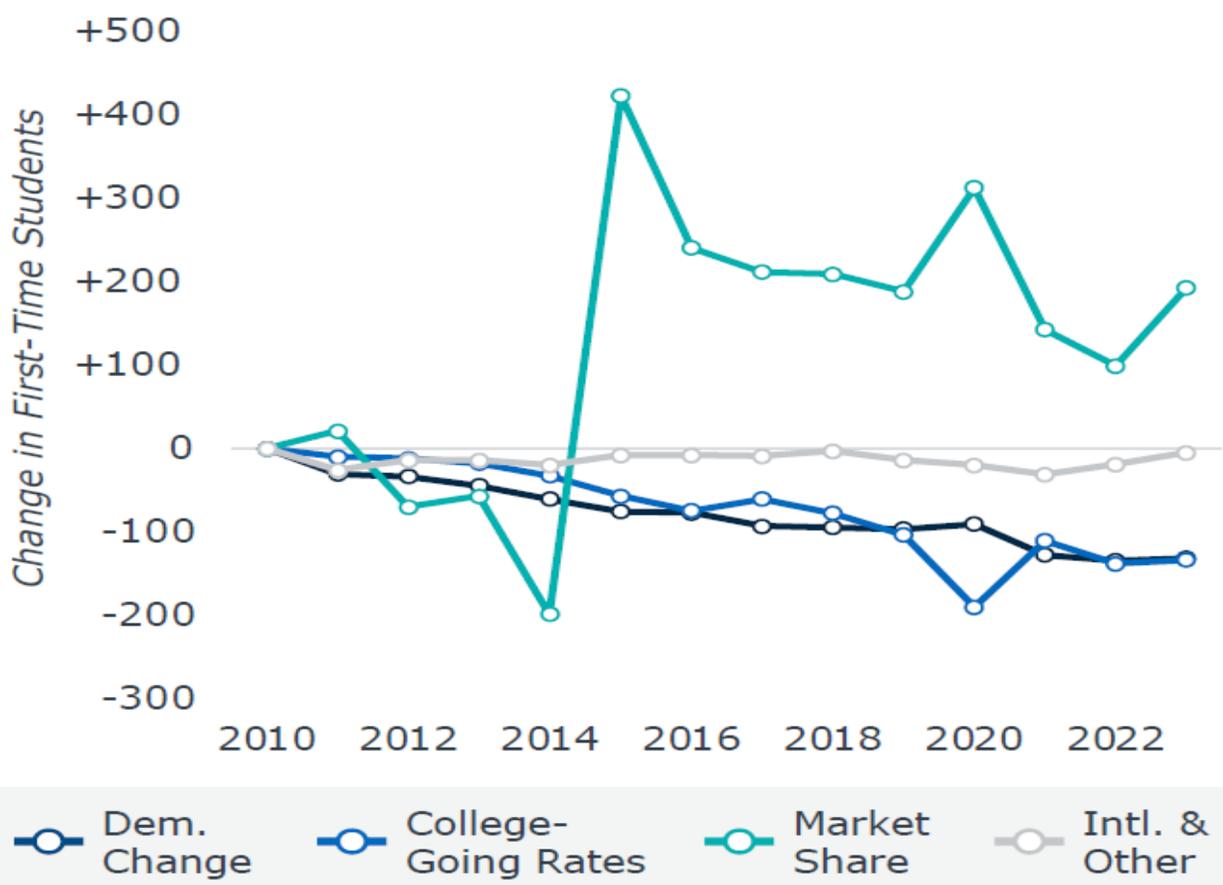
President Don Birx

March 20, 2026

Which Forces Drove Past Enrollment Shifts?

How Demographics, College-Going Rates, and Market Share Help Explain Past Enrollment Trends For Plymouth State University

Cumulative Change From 2010 by Enrollment Force



Cumulative Impact of Each Force from 2010-2023

Demographic Change	-132	Students
College-Going Rate	-134	Students *81-67%
Market Share Change	+193	Students
International & Unknown Origin	-5	Students
Overall Enrollment Change	-78	Students
-7% change from 2010 levels		

***Funding decline \$100M - \$77M**

***\$55M in 2010 Dollars**

PSU Challenges

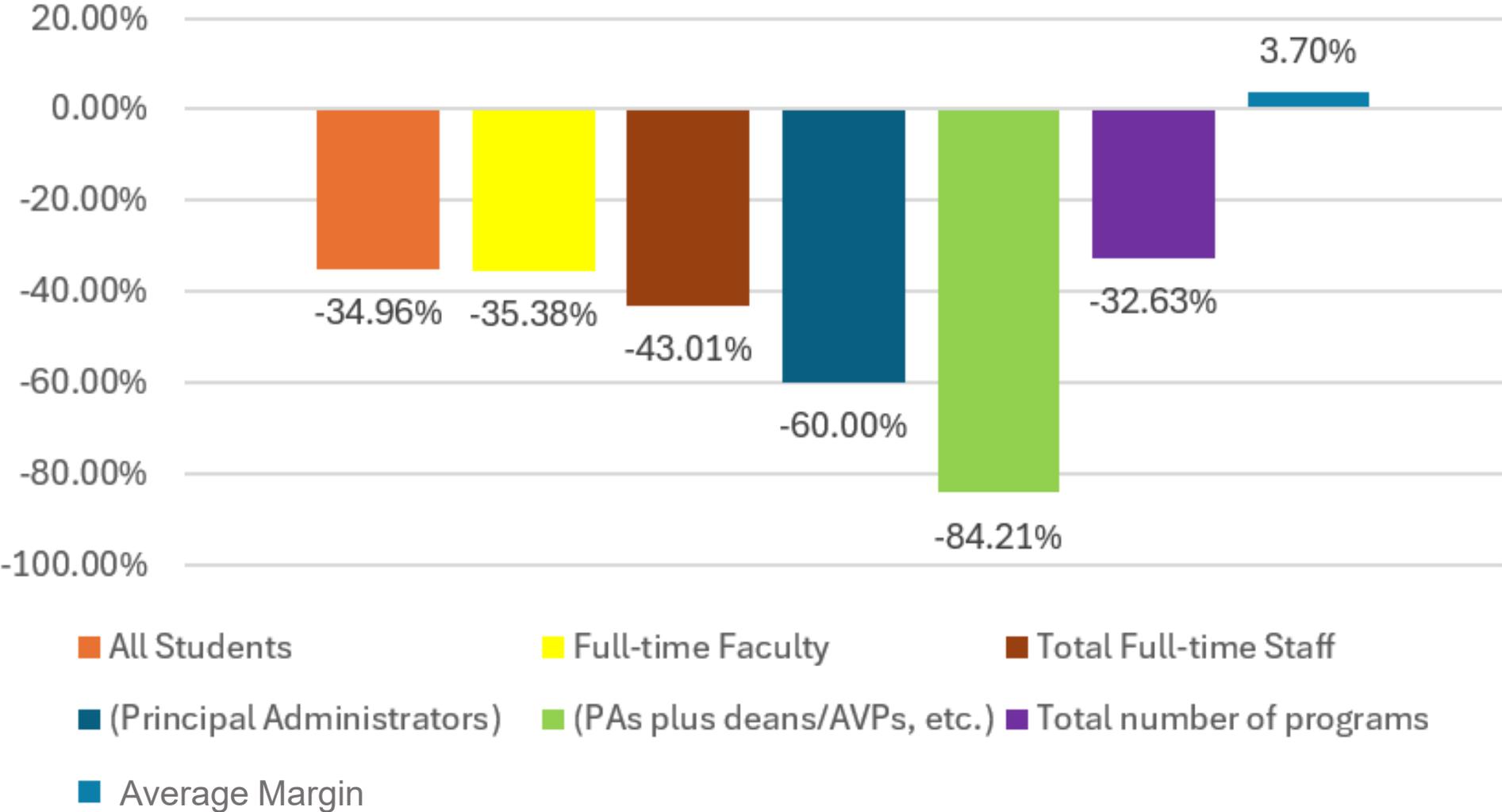
- A decade of restructuring has left little room for cost cutting without destroying the fabric of the university.
- Faculty numbers decreased over the last decade 224 -> 134.
- Staff are lean and ERP and 24/7 support is taxing.
- Low salaries and decreasing benefits. Competitive offerings are better.
- Housing availability and rising cost pressure new hires.
- A decade of positive margins is threatened by state reductions, competition from surrounding states, declining demographics, and the poverty of our students.
- Alternative revenue sources and restructuring have been deployed but are just starting to have impact.

So, what path do we take next?

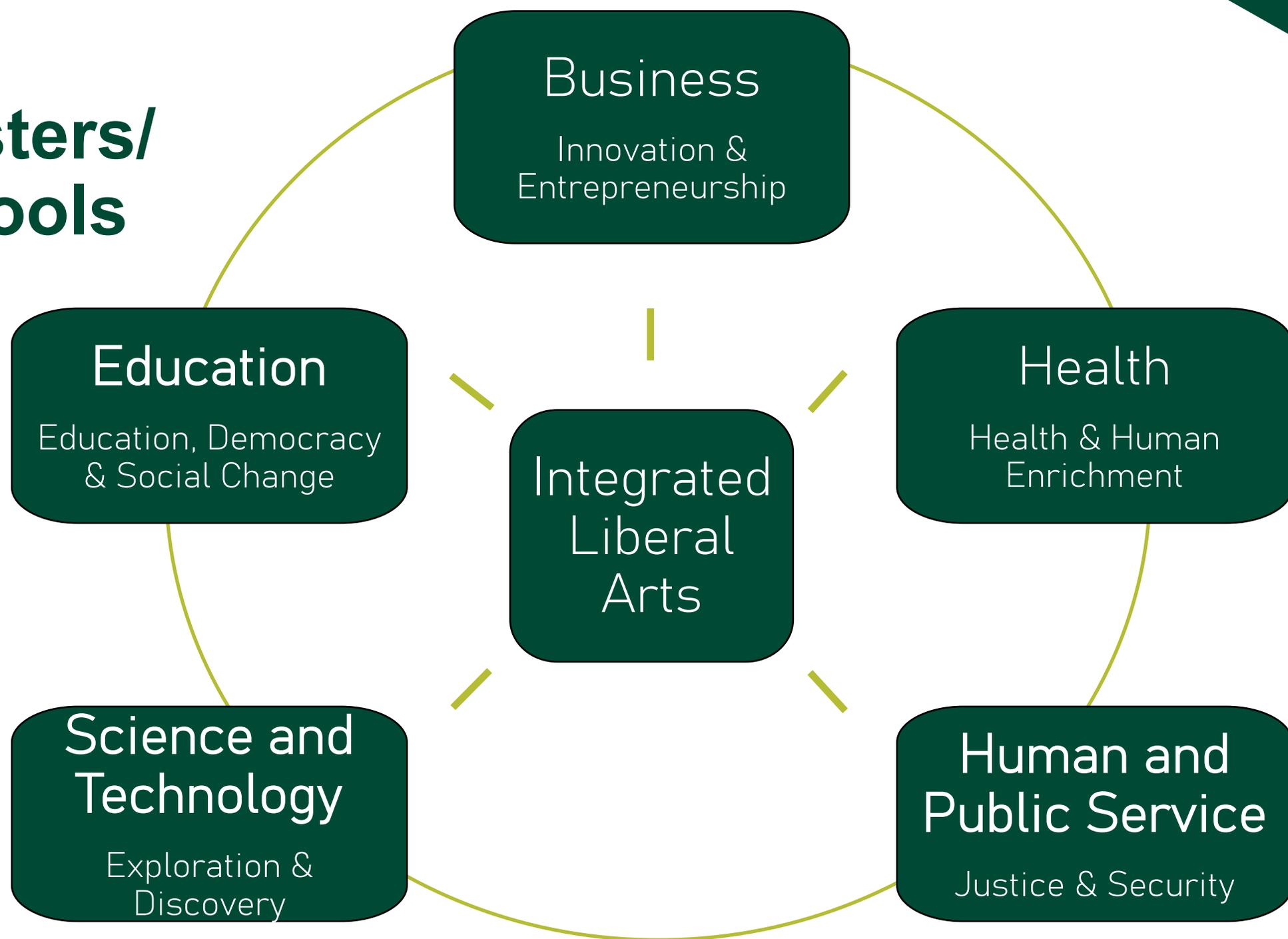


Reduction by percentage of programs and populations

10 Year Cumulative Impact as Percentage



PSU Clusters/ Schools



96-Credit, Three-Year Applied Bachelor's Degree Programs

- Designed for career-oriented students who want to earn their degree and begin their careers faster.
- Link with Trades.
- Students will graduate in just three years, making them a more affordable and efficient way to gain the hands-on, experience-based education that defines Plymouth State.

Applied Bachelor's in Cybersecurity (APB)

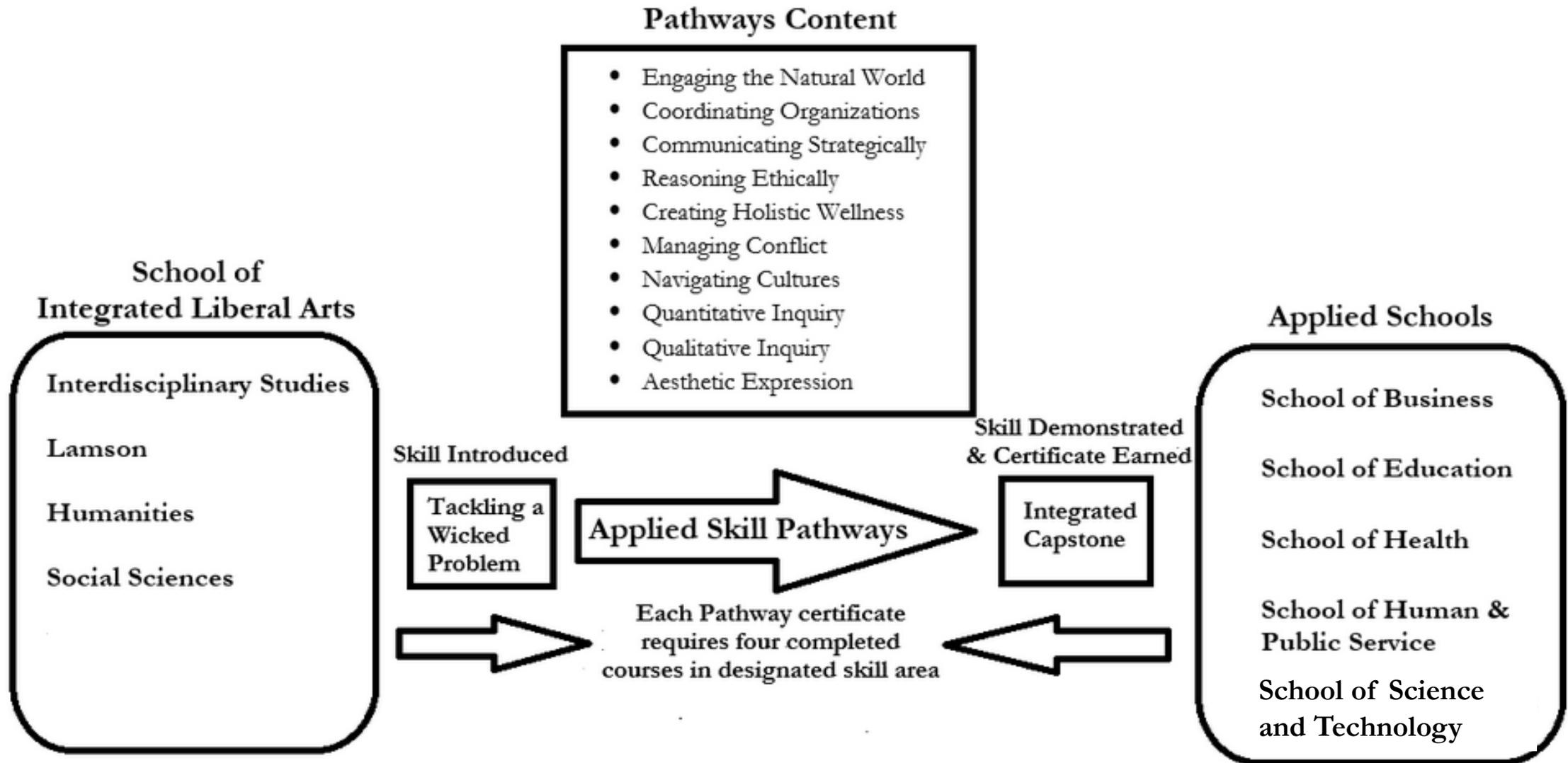
Applied Bachelor's in Outdoor Adventure Leadership (APB)

Applied Bachelor's in Police Studies (APB)

Applied Bachelor's in Robotics and Automation Engineering (APB)

Applied Bachelor's in Small Business Administration (APB)

Producing Leaders by Design: General Education in Service to New Hampshire



Robotics

- Our students work hands-on in a multidisciplinary field that combines computer science, engineering, and artificial intelligence to design, build, and utilize robots for various applications, including industrial automation, manufacturing, and research processes.
- The 4,000-square-foot lab opened in September 2024 includes new workspaces, a production floor, and classrooms in the historic Draper & Maynard Building.
- Among the first in the country to offer a 96-credit three-year Applied Bachelor's degree in Robotics and Automation Engineering.



Nursing

PSU Nursing program ranked #1 in NH for third consecutive year

Panther Nursing Simulation Center opened in January 2026:

- Doubling nursing training capacity
- Fully renovated space in Samuel Read Hall Building
- Supported by a \$2.1M federal grant from Sen. Jeanne Shaheen to help address statewide workforce shortages



Hyde Hall

Hyde Hall reopened in Fall 2025 after a multi-year, multi-million-dollar renovation, delivering:

- Modern business classrooms
- Finance and innovation labs
- Collaborative and student commons spaces



PE CENTER VISION



Growing Internships and COOP Experiences

Overview

- 175+ internships across majors
- 85+ unique employers
- 88% based in NH
- 15+ NH-based healthcare & social service organizations
- 35+ NH-based public & private K-12 schools
- 10+ NH-serving law enforcement agencies (local, state, federal)

Top Sites

(Hosted 3+ Interns)

- CADY, Inc.
- Catholic Medical Center
- Concord Hospital
- Interlakes Middle/High School
- IRS VITA Program
- Jennie Blake Elementary School
- Mount Prospect Academy
- Paul Smith Elementary School
- Plymouth Regional High School
- Speare Memorial Hospital

Notable Sites

- ALKU
- Black Diamond Networks
- Dartmouth Hitchcock Medical Center
- Enterprise Mobility
- IRS VITA Program
- NHPR
- NH State Senate
- Office of the Chief Medical Examiner
- PwC
- USDA Forest Service



Community College Collaborations

- 100+ transfer pathways with NH CCs
- NEBHE transfer guarantee
- Associate Degree direct admits
 - Automatic admission
 - CC General Education program counts for PSU
- Quarterly meeting of all USNH and CCSNH leadership
- Opportunity to expand into comprehensive trades related programs in concert with CC (\$1M, '30)

PSU Opportunities

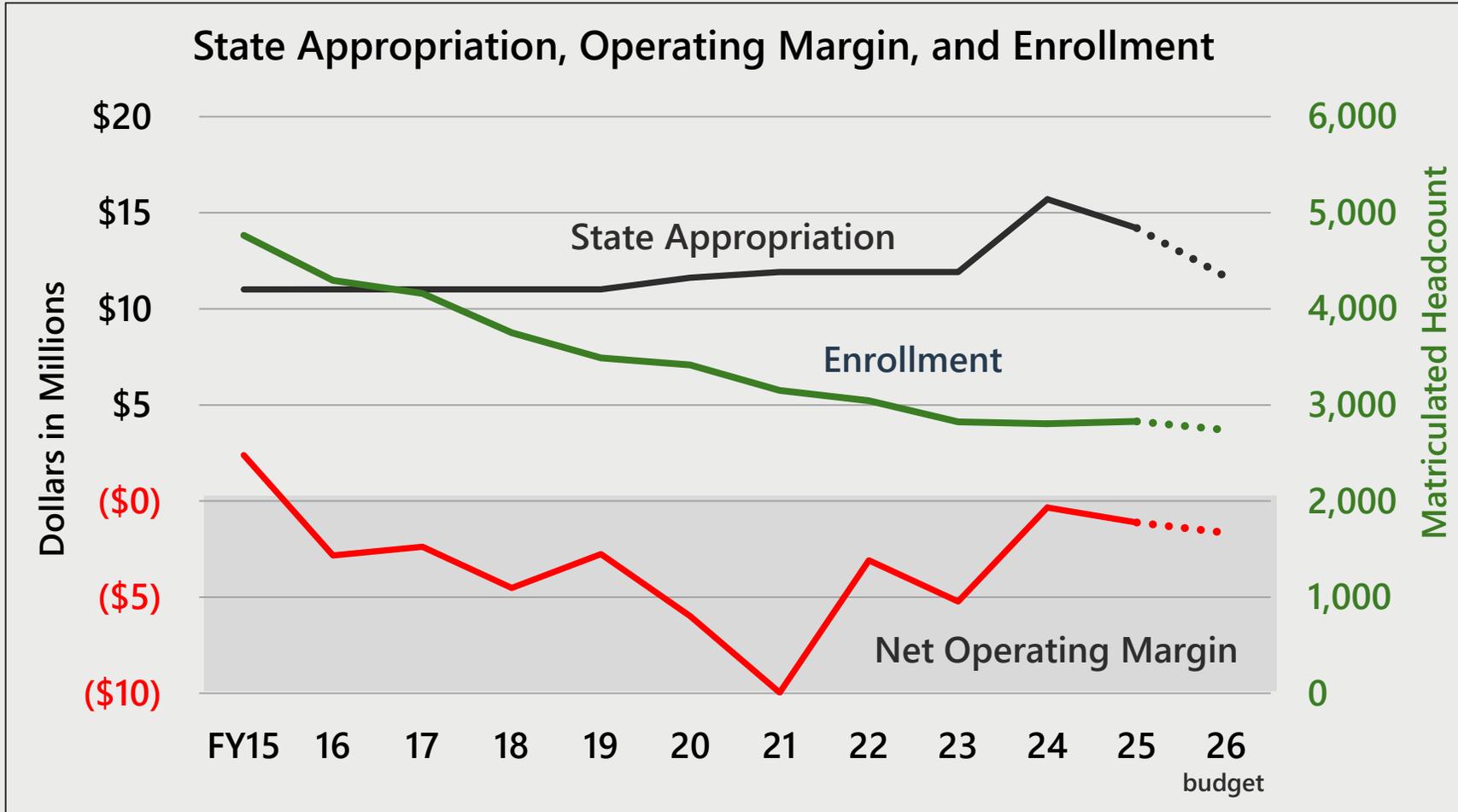
- **Increase retention** to 80% at 2%/yr (ultimately \$1-4M/yr, '32)
- Continue **expansion of alternative campus revenue sources** including summer conferences and **work force housing**, building leasing (\$1-2 million, '30) (Transfer buildings into LLC)
- Increase **School of Business** enrollment and new program growth with newly outfitted facilities (\$1+M, '28-'30)
- Build on **Nursing/Healthcare** opportunities with new facilities (\$1M, '30)
- **Grow Robotics and Cybersecurity** expanding into the “Trades” with Keene Applied Programs (\$2M, '32)

PSU Opportunities - Continued

- **Grow 3+2, 3+1 programs** that lead to graduate school growth in existing areas (\$1M, '32)
- Build the **96-credit three-year Applied Bachelor's programs** that just started (\$1M, '30)
- Link 96-credit three-year Applied Bachelor's programs with trades*
- **Provide trade-related stackable modules and certificate courses** with apprenticeship option w/wo partnerships with the CCSNH and KSC (\$1/1M, '30)
- Develop **synergies** from linked administration of KSC and PSU (program differentiation/sharing) (\$1/1M, '30)
- Integrate **AI** into admissions, operations, and classes

Keene
STATE COLLEGE

Keene Historical Financial Performance



FY20 and FY21 adjusted for COVID.

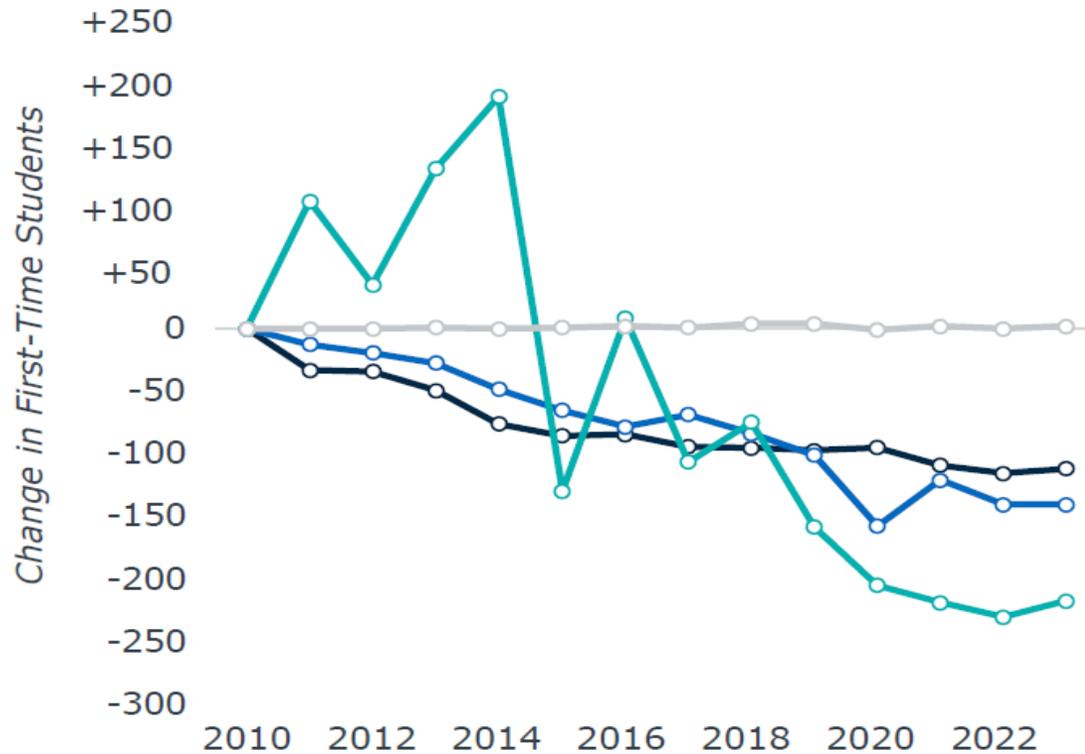
- Enrollment decline 34% from ~4,300 to ~2,800 in FY25. Fall 2025 class is 7% smaller than last fall.
- 10-year cumulative net OM loss \$35 million, resulting in negative unrestricted net assets. (+**BOT Investment**)
- Reduction in State support exacerbates the enrollment challenge, compounded by increases in operating expenses at a higher rate than increases in operating revenue.

It is incumbent upon all of us to think very differently about the future to ensure Keene State can sustain and thrive.

Keene: Which Forces Drove Past Enrollment Shifts?

How Demographics, College-Going Rates, and Market Share Help Explain Past Enrollment Trends For Keene State College

Cumulative Change From 2010 by Enrollment Force



● Dem. Change
 ● College-Going Rates
 ● Market Share
 ● Intl. & Other

Cumulative Impact of Each Force from 2010-2023

Demographic Change
-114 Students

College-Going Rate
-143 Students

Market Share Change
-222 Students

International & Unknown Origin
+2 Students

Overall Enrollment Change
-477 Students
 -40% change from 2010 levels

Keene Challenges:

- **Liberal arts identity no longer resonates with or is understood** by potential students, parents, and legislators because it is viewed as incompatible with career readiness and can appear to lack measurable return on investment.
- **Significant financial losses** over the last decade depleted reserves. Financial decisions have improved in recent years, but operational decisions were not made quickly enough to sustain margin.
- **Losses in enrollment primarily due to market share** and decline in state funding in a highly competitive national and regional environment.
- **KSC's considerable and unique strengths** and differentiation from other liberal arts institutions is **not leveraged well** in its messaging, vision, or overall strategy.

Confront shrinking enrollment numbers on three fronts:

- **Demographic:** Our most significant competitor at Keene State, for young men in the state and region, is **no college at all**.
- **Institutional:** Our professional programs draw heavily from the liberal arts, and our regional employers say that a **liberal arts background makes our students more employable**, but we haven't communicated that well and these programs are significantly underfunded
- **Strategic:** Future planning must include a clear understanding of the demand for higher education and **an ability to allocate resources and outreach to areas where this demand will be greatest**. This has been difficult with the current organizational model and history of KSC.
- **Keene area is rich in opportunities** for our students who could/are, with local organizations and businesses, catalyze regional growth.

Keene Opportunities:

- **Signature career-ready, applied programs that have untapped potential** to meet the workforce needs of the state and region (Safety and Construction Sciences, Nursing, Education, Optics, Sustainable Product Design and Innovation, etc.).
- A vibrant, safe, and walkable campus with **strong ties to the community** and established traditions.
- A **distinctive set of programs** in the Arts and Sciences, Applied Sciences and Technology, Education, and Allied Health professions.
- A strong record of **high-impact practices and internships/field experiences** that create a seamless transition between school and work.
- **Unique college-wide learning outcomes** and skill development that, combined with professional preparation, create students who are ready for a rapidly changing and growing workforce.

Keene State College Future

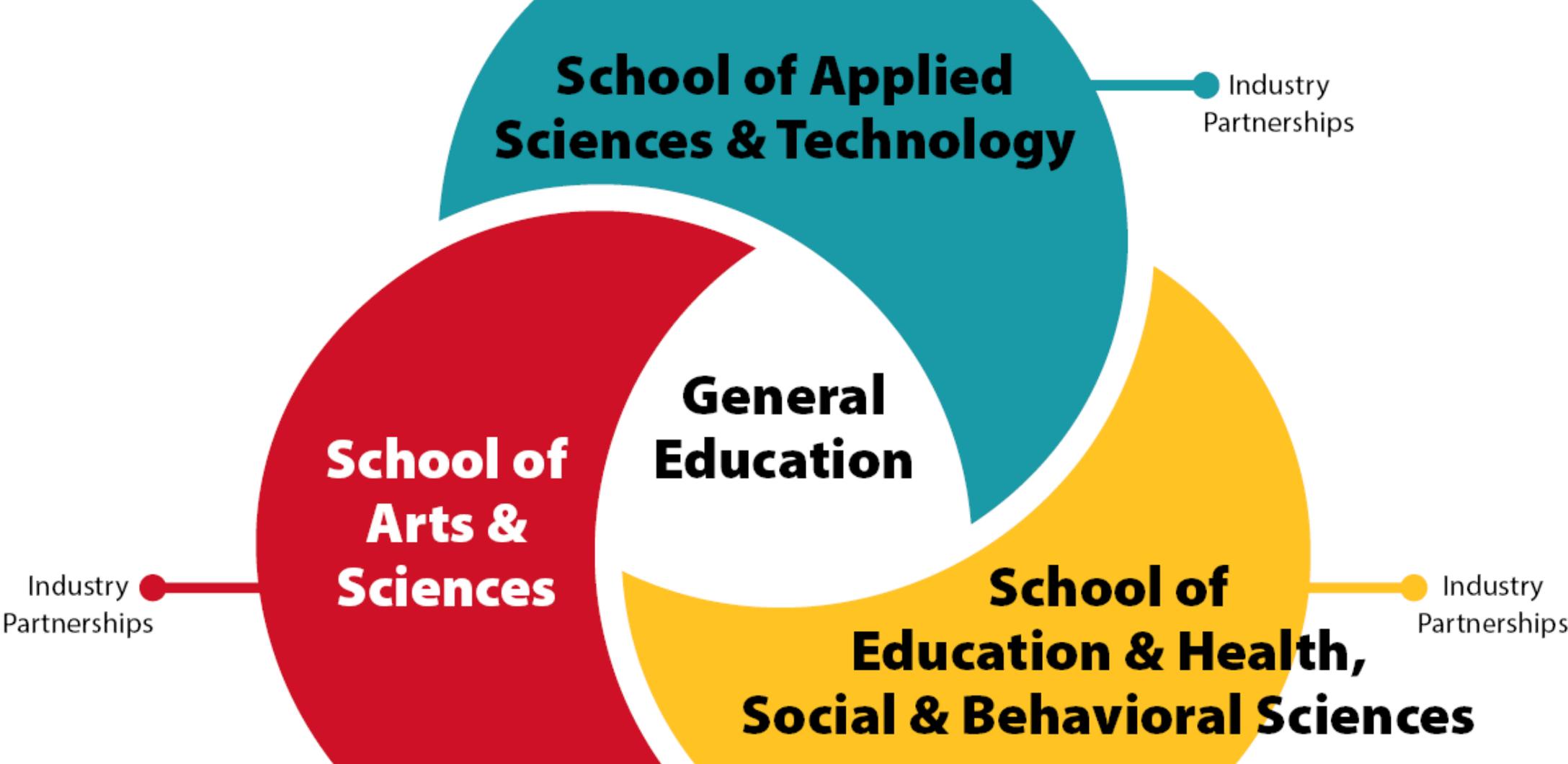


So, what path do we take next?

Keene Actions:

- **Significant reduction in staff, administration, and faculty** (Jan. – Jun. '26):
 - Faculty: 12, Staff: 9, Executive-level administrators: 4
 - Savings ~\$2 M+
 - Overall reduction of 50% of faculty over the last decade
- **Strategic redesign of structure into three Schools:** Arts & Sciences, Applied Sciences & Technology, and Education & Health, Social & Behavioral Sciences (\$1M, May '26-'28)
- **Marketing and Communications redesign** focusing on three Schools (\$1M, Jan. - June '26-'28)
- **Reallocations to support growth** and reductions SIP/CTI (5-8 faculty, ~\$1M, June '26-'28)
- **Retention achievement of 80%** and maximize net revenue (\$1-2M, June '28)
- **Outsource Childcare Center** (\$300k, June '26)

Keene State College Redefined



Foundational Liberal Arts Skillset

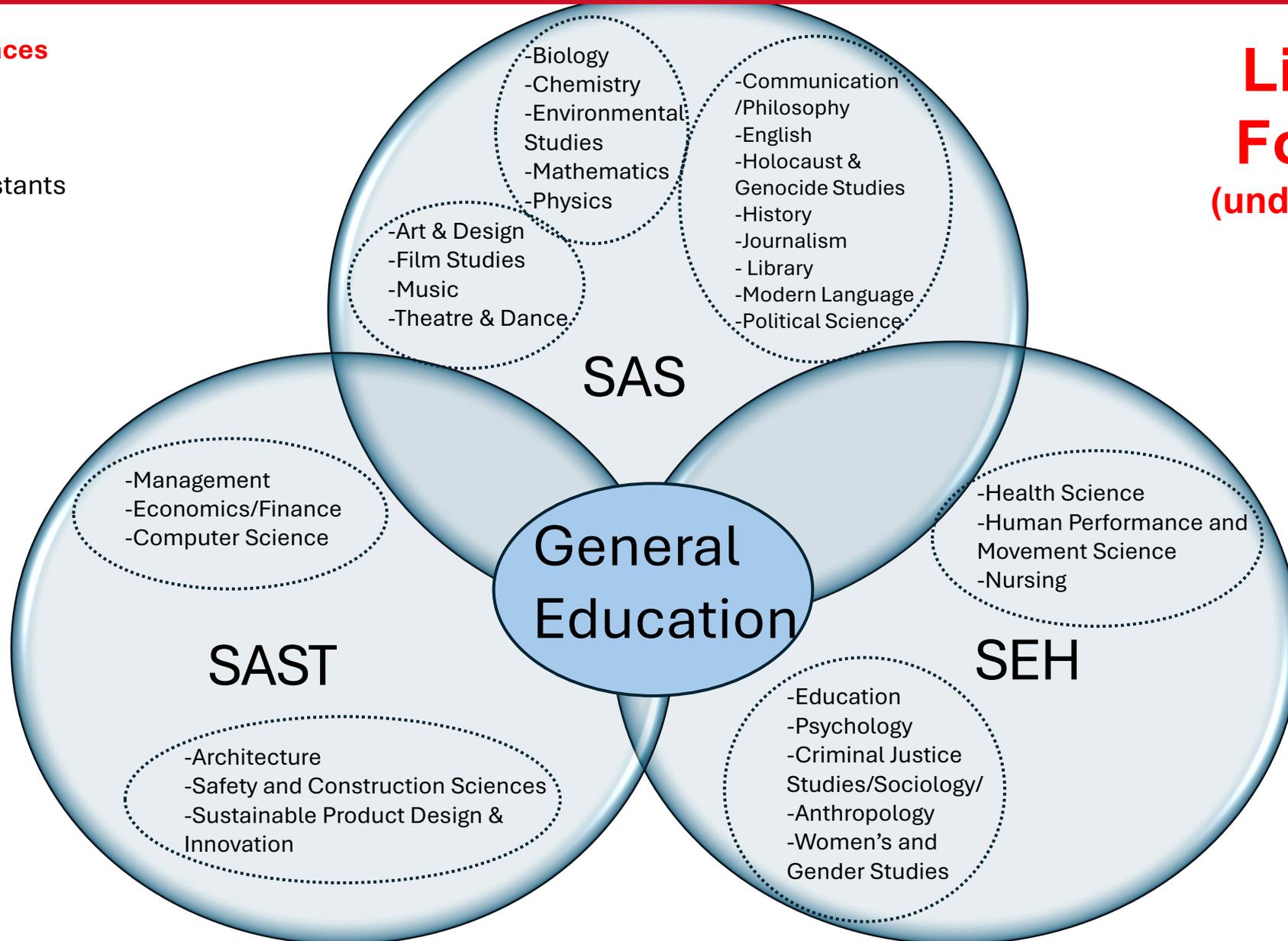
Critical Thinking, Ability to Project Manage Deadlines, Convert Plans to Outcomes, Ethical Decision Making, Conflict Resolution

Provisional Keene Structure Current/Future Vision

School of Arts & Sciences

- Total Faculty: 60 (53)
- Declared Majors: 875
- FTE: 104.3
- 3 Administrative Assistants

Liberal Arts Foundation
(underlies everything)



School of Applied Sciences and Technology

- Total Faculty: 24 (20) – 2 lines
- Declared Majors: 934
- FTE: 33.54
- 2 Administrative Assistants

School of Education & Health, Social & Behavioral Sciences

- Total Faculty: 32 (31)
- Declared Majors: 1123
- FTE: 52.1
- 2 Administrative Assistants

School of Applied Sciences & Technology

Enrollment Trends by Major (2022–2026)

Total YoY growth shown

◆ Total ● SOHAS ■ CMGT ▲ CSS





CONSTRUCTION



Roadmap



3 Audiences • 3 Messages

Public / Community

Not only Liberal Arts



Strong ROI:
jobs + salaries

Clear path to graduation
→ in-demand careers



Stable, viable,
built to grow

Small school,
big research/impact
partnerships

Aligned to NH workforce:
construction, safety, utilities,
manufacturing, infrastructure

Students + Parents

ROI that's easy
to understand



Hands-on careers +
leadership paths

Earn well without
sacrificing long-term health



Clear upward mobility
+ income growth

Real tools + real projects
+ modern tech (AI)



Industry partners,
internships, applied work

Certifications that
launch/shift careers

Employers / Industry

Ready for high-consequence
environments



Liberal Arts =
field leadership skills

critical thinking • problem solving
communication • conflict management



Scalable partnerships
+ workforce pipeline

Agile curriculum
(not ABET/ACCE by design)

More than a degree:
construction + safety professionals



Stackable credentials
+ specializations

Short courses for
upskilling + leadership

Telling the Story

VO: And real industry relationships from the start.



He greets a foreman and shakes his hand warmly.

VO: Thinking about ROI?



He scans the work site...

VO: Seventy-five thousand dollars, that's the average starting salary.



And he witnesses a crane lift a pile of lumber that has "\$75,000 AVERAGE STARTING SALARY" emblazoned on it.

VO: And one hundred percent of safety graduates who chose the field are employed at graduation



Two forklifts zoom into frame, one has a pallet with the words "100% OF SAFETY GRADUATES" printed on it while the other reads, "EMPLOYED AT GRADUATION."

VO: Not job searching. Not hoping. Working.



As he moves towards the building structure, he is joined by a female colleague, and they chat as they walk forward.

VO: With a clear path to leadership, management, and serious upward mobility.



The duo moves into the construction elevator, which ascends as the VO says, "upward mobility."

Keene Actions Continued:

- Focus Advancement and Alumni efforts on **Donors and Businesses partnerships** within a 50-mile radius. (\$1M/yr, June '28 - June '30)
- **Academic Coordination between KSC and PSU** based on institutional strengths, market, and student needs (\$1-4M/yr across Keene and Plymouth, June '27-'30)
- **Diversify Revenue and provide co-located business space**, etc., through facility repurposing (.5M/yr, June '28-'32) or sales and demo. for 1-time funds (10-20%)
- KSC and PSU working together with the CCSNH to **build trade pathways** (Ultimately \$1-2M/yr, June '27-'32) (Stackable modules)
- Call Program and Occupational Training for **trade and professional programs** (Ultimately \$1M+/yr, June '27-'32)

Keene Actions Continued:

- **Pursue a well-designed shared services approach** that addresses the differing needs of Keene and Plymouth (+\$1 million across KSC and PSU, June '26)
- **Establish online programming partnerships** across the system when the portal is established (+\$1M, June '27) (KSC/UNH/Keene)
- **All students/faculty/staff no matter the major or area are competent in Artificial Intelligence** use and training (June '27-'30) (KSC and PSU)
- **Repurpose facilities** to have on campus businesses collocated on campus with students working on corporate projects and businesses sharing training talent.
- **Grow the Applied Sciences and Technology programs!** (\$3-4M/yr, '30-'32)

Goals of KSC's new Visualization and Structure

Preserve the liberal arts at Keene State College in the face of State budget cuts, enrollment declines (particularly in the liberal arts), the perceptions of students and parents regarding higher-education's value proposition (particularly the liberal arts), and the lack of training companies are willing to offer for new graduates.

Invest in and recognize the value of education in professional and applied programs, as well as the liberal arts, as part of the unique Keene State experience and market as such. We need to tell the **whole story** of a Keene State education and how the liberal arts, coupled with applications provide a unique and valuable education no matter the area of concentration or study.

Demonstrate the distinctive strength of KSC due to the historic foundation of the liberal arts, integrated with an understanding of and intersections in areas of application.

We must, as a faculty, staff, and community, understand that KSC does not exist outside of this complete picture of the college and that it is these “wings” (professional and applied programs), along with the body (liberal arts) that will help KSC take flight.

Build a Sustainable Institution

Q&A and Discussion

University System of New Hampshire

BOARD OF TRUSTEES Regular Meeting October 24, 2025

Meeting Held at Keene State College
Mabel Brown Room, Young Student Center
Keene, NH

Meeting Minutes

DRAFT

In Attendance: In attendance at the meeting location: Chair Mike Pilot, Vice Chair Kass Arding, Secretary Kevin Knarr, Matthew Ash, Donald Birx, Jamie Burnett, Elizabeth Chilton, Caitlin Davis, Ethan Dupuis, Brendan Finn, George Hansel, Tim Hoheneder, Shawn Jasper, Rick Ladd, Brian McCabe, Joël Nkounkou, Peter Paul, Jennifer Higgins Pitre, Catherine Provencher, Wayne Semprini, Gregg Tewksbury, and Melinda Treadwell. Trustees participating remotely: James Gray, Christiana Thornton, and David Westover. Trustees absent: Maureen Beauregard and Patrick Griffin. Others in attendance: Governor's representative John Corbett.

Call to Order: At 8:30 am, Chair Pilot called the meeting to order and noted the presence of a quorum sufficient for the conduct of business.

Chair's Welcome: Chair Pilot welcomed new trustee Caitlin Davis and introduced the host campus presentation.

Host Campus Presentation: Keene State Interim Provost Kirsti Sandy introduced a panel of Keene State alumni as the centerpiece of a discussion on how Keene State prepares its students for the workplace and offers value to students. Panel members included Jesse Brown ('16, Sustainable Product Design), Lisa Spencer ('01, M'07, English), Tim Pipp ('11, Graphic Design), Ben Wheeler ('05, History), Lillian Chase ('23, English), Matt Sampson ('19, Communications), Meg Stone ('12, History), and Gianna Ricco ('21, Public Health). All are currently working in New Hampshire.

The panelists discussed how, while some were working in fields connected to their majors, others were working outside those areas and using the more general critical thinking and writing skills they learned at Keene to prosper in their careers. Panelists also discussed the reasons they initially chose Keene, including unique and highly regarded academic programs, location, affordability, the city of Keene itself, the campus community including the faculty, and the college's smaller size. Panelists then discussed how Keene State's liberal arts focus had variously allowed them to reinforce and expand existing interests or learn new skills and gain exposure to new ideas they would not have otherwise encountered. Panelists also noted how liberal arts classes had exposed them to different viewpoints and promoted critical thinking and communications skills that apply across a range of careers. Trustees and the panel then engaged in a discussion about how panelists have remained engaged with Keene State after college and how technology is affecting their industries.

Farewell to KSC President Melinda Treadwell: Chair Pilot spoke at length about the contributions President Treadwell has made to Keene State and the System, and the effect she has had on the campus community. The Chair praised President Treadwell's intellect, integrity, work ethic, and commitment to the institution. The Chair also emphasized President Treadwell's kindness and the personal connections she has made with many over the years. The Chair then expressed the extent to which he and the campus community have come to respect her over her years of her service and wished her the best in her new role. Chancellor Provencher announced that the trustees had taken up a collection in order to provide seed funds for a newly established Melinda Treadwell Student Basic Needs Endowed Fund at Keene. Presidents Chilton and Birx then shared their own appreciations of President Treadwell. Other trustees then also shared their own sincere appreciations of President Treadwell and her efforts on behalf of Keene State. Finally, President Treadwell expressed her heartfelt thanks for the support of her colleagues and for the opportunity to lead her alma mater these past years.

Approval of Consent Agenda: By motion made by Trustee Ardinger and seconded by Trustee Hansel, the Board voted unanimously by roll call as follows to approve the consent agenda (the minutes of the Board's June 26-27, September 5, and October 15 meetings; and suspension of the limit on the proportion of out-of-state students at UNH):

VOTED, that the Board of Trustees approves the consent agenda for the meeting of October 24, 2025 as presented in the materials distributed with the agenda for the meeting.

Educational Excellence Committee Report: Acting Committee Chair Semprini noted that, as all trustees had been able to attend the committee meeting, no report was necessary.

Audit Committee Report and Related Board Action: Committee Chair Paul presented the report of the committee. The committee reviewed and approved the System's FY 25 audited financial results. It also reviewed the most recent audit reports including voluntary efforts intended to limit the ongoing increase in health care claims. While the audit report had comments and suggestions, there were no findings. The committee noted that the ongoing Workday implementation project was placing strain on the System and efforts will need to be made to address that strain. The implementation will remain a standing item at future committee meetings.

Following the report, the Board took the following action on recommendation of the committee:

Acceptance of FY 25 Audited Financial Statements: Upon motion made by Trustee Tewksbury and seconded by Trustee Pilot, the Board voted unanimously by roll call as follows to accept the System's audited financial statements for FY 25:

VOTED, on recommendation of the Audit Committee, that the USNH Financial Statements for the fiscal year ended June 30, 2025, are accepted and shall be forwarded to the Governor, the Legislative Fiscal Committee, and others as specified in state law RSA 187-A:22. (Statements can be found in the Audit Committee materials).

Governance Committee Report: Committee Chair Ardinger presented the report of the committee. The committee reviewed its ongoing inventory in an effort to identify areas of imbalance or skills gap. The committee noted skill gaps in law, safety, and agriculture, and noted continuing imbalances in the gender, race, and geographical makeup of the Board. The Committee then heard a presentation from UNH staff regarding governance structures for the potential innovation park at The Edge. After discussion, the Committee asked for additional information on two structures: an affiliated nonprofit and an independent nonprofit. The issue will return at the March meeting. The committee then considered an amendment to the Board Policy which would clarify that the expectation that trustees have no more than one unexcused absence per year. The item will return to the Committee and Board for action in March. The Committee also received an update on the trustee orientation process.

Investment and Capital Planning Committee Report and Related Board Actions: Committee Chair Knarr presented the report of the committee. He noted that FY 25 results were significantly better than projected as measured by cash balance and margin performance and thanked the institutions and System staff for the hard, collaborative work and difficult decisions made to achieve those results. He noted that the endowment has reached the \$700 million level with approximately a nine percent increase over the past twelve months. Budget assumptions for next year are 7% returns on long-term investments and 3% on short-term investments. The Committee also heard a first-look presentation from KSC on a proposed state-funded renovation project at Morrison Hall and requested additional information when the item returns for approval. Following discussion by the Committee, UNH further committed to return in March with a presentation on the future vision for athletics at UNH.

Following the report, the Board took the following actions on recommendation of the committee:

Revised Budget and Project Scope for UNH Women’s Locker Room Renovations: Upon motion made by Trustee McCabe and seconded by Trustee Paul, the Board voted unanimously by roll call as follows to approve an increased donor-funded budget and scope for this project:

VOTED, on recommendation of the Investments and Capital Planning Committee, that the Board of Trustees approve an increase of \$3.012 million to the current project budget of \$10.5 million revised project budget for a total not to exceed \$13.512 million dollars for UNH Women’s Locker Room Renovations Project;

AND FURTHER, that the \$3.012 million increase be funded by donor gifts to support a new scope of work for ski team locker rooms and added to the \$10.5 million dollars of UNH operating reserves approved on March 7, 2024.

Whittemore Center Renovation: (Trustee Knarr recused himself from consideration of this item.) Upon motion made by Trustee Paul and seconded by Trustee McCabe, the Board voted by roll call (Trustees Ardinger, Ash, Birx, Burnett, Chilton, Davis, Dupuis, Finn, Hansel, Hoheneder, McCabe, Nkounkou, Paul, Pilot, Pitre, Provencher, Semprini, Tewksbury, and Thornton in favor; Trustees Jasper and Ladd opposed) as follows to approve this project:

VOTED, on recommendation of the Investment and Capital Planning Committee, that the Board of Trustee approve a project budget not to exceed \$20,053,000 dollars for the Whittemore Center Renovations project with source of funds intended to be \$6,000,000 in state funding, \$6,853,000 in gift funding and \$7,200,000 in UNH operating reserves.

Financial Affairs Committee Report and Related Board Actions: Committee Chair Tewksbury presented the report of the committee. The Committee reviewed an initial draft of key performance indicators for the ongoing shared services work and made suggestions that will be incorporated into a future presentation. The Committee also reviewed and approved maximum permitted increases in tuition, fees, and room and board for next academic year. The Board also heard a presentation on the possibility of refinancing existing System debt in order to increase liquidity, provide net present value savings and asked staff to explore the risks/benefits of issuing taxable debt during these challenging times if additional liquidity is needed. Following the report, the Board took the following actions on recommendation of the committee:

Approval of Amendment to FY 26 Budget: Upon motion made by Trustee Burnett and seconded by Trustee Knarr, the Board voted unanimously by roll call as follows to approve an amendment to the previously approved FY 26 budget:

VOTED, on recommendation of the Financial Affairs Committee, that the Board hereby approves the proposed amendment of the Fiscal Year 2026 Operating Budget as presented in the attachments to the agenda of the Financial Affairs Committee.

Approval of Maximum Permitted FY 27 Tuition, Mandatory Fees, and Room and Board Rates: Trustees discussed the mandatory fee portion of this item and received clarity from institutional presidents that those fees largely comprise the cost of non-classroom programming. The presidents committed to bringing more detailed comparative data on fees to the Board at a future meeting.

Following discussion, upon motion made by Trustee Pilot and seconded by Trustee Knarr, the Board voted unanimously by roll call as follows to approve the maximum tuition, fee, and room and board rates for FY27:

VOTED, on recommendation of the Financial Affairs Committee that, effective for academic year 2026-27, the maximum tuition rate, mandatory fees, room and board rate annual increases as presented on the schedule presented in the materials for the Financial Affairs Committee be adopted as the maximum amounts authorized.

Nonpublic Session: At 10:53 am, on motion made by Trustee Knarr and seconded by Trustee Tewksbury, the Board voted unanimously by roll call as follows to enter nonpublic session:

VOTED, that the Board of Trustees hereby enters non-public session for the purpose of discussing the dismissal, promotion, or compensation of any public employee as authorized by RSA 91-A:3.II(a), and for consultation with legal counsel as authorized by RSA 91-A:2. I(b).

Return to Public Session: At 11:18 am, on motion duly made and seconded, the Board voted unanimously to re-enter public session.

Sealing of Nonpublic Session Minutes: On motion made by Trustee Ardinger and seconded by Trustee Knarr, the Board voted unanimously by roll call as follows to seal the minutes of the nonpublic session:

VOTED, pursuant to RSA 91-A: 3.III, that the minutes of the nonpublic session be sealed until such time as the President of UNH determines that disclosure would no longer render the purpose of the session ineffective.

Chair's Closing Remarks: Chair Pilot thanked the trustees for the thoughtful debate during the committee and Board meetings and noted the quickening pace of work of the Board and System in recent months. The Chair also thanked the USSB for its work in aligning its efforts with the ongoing work throughout the System. Finally, the Chair thanked President Birx for his willingness to step in as Interim President at Keene State and expressed optimism about the work to come to maintain three sustainable institutions.

Adjourn: At 11:26a m Chair Pilot called for further business and, seeing none, adjourned the meeting.

**UNIVERSITY SYSTEM OF NEW HAMPSHIRE
BOARD OF TRUSTEES**

**ADDENDUM TO MEETING MINUTES
MEETING OF OCTOBER 24, 2025**

Addendum Dated December 16, 2025

As noted in the minutes, during the meeting the Board voted unanimously as follows to seal the minutes of its non-public session:

VOTED, pursuant to RSA 91-A:3.III, that the minutes of the nonpublic session be sealed until such time as the President of UNH determines that disclosure would no longer render the purpose of the session ineffective

As the President has now determined that disclosure will no longer render the session ineffective, the Board reports that it took the following action in nonpublic session:

Approval of UNH Faculty Separation Program: Upon motion made by Trustee Arding and seconded by Trustee Hansel, the Board voted unanimously as follows to approve the proposed program:

VOTED, upon recommendation of UNH President Chilton, the USNH Board of Trustees hereby approves the use of funds for a UNH Separation Program that will be made available to eligible tenure/tenure track full-time faculty;

AND FURTHER, President Chilton, in consultation with the USNH Chancellor, CHRO and General Counsel, has the authority to determine (1) the eligible faculty to whom the program will be made available, (2) the timing of the window in which an employee may volunteer to participate, provided the window closes no later than January 15, 2026, (3) the dates at which employees may and are required to terminate employment, provided no final termination date is later than June 30, 2026, unless extenuating circumstances preside and (4) limits, if any, on the number of participants or total dollars available to fund the program, or both;

AND FURTHER, the Board approves an amendment to the FY26 UNH Operating Budget of up to \$14 million for this program.