



**Report of Retreat  
September 14, 2018**

The Courtyard Marriott  
Portsmouth, NH

Trustees present: Chair John Small, Vice Chair Joe Morone, Kass Ardinger, Bob Baines, Amy Begg, Don Birx, Todd Black, Jamie Burnett, Jim Dean, Ted Dey, Jackie Eastwood, Frank Edelblut, James Gray, Cathy Green, Nadia Hasan, Rick Ladd, Todd Leach, Scott Mason, Christian Merheb, Ken Moulton, Chris Pope, Mark Rubinstein, Morgan Rutman, Wally Stevens, Melinda Treadwell, Alex Walker

Guests: Rhonda Hensley, Governor's Office

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Chair Small convened the retreat at 9 a.m.

The Board retreat began with introductions and Chair Small and Vice Chair Morone provided an overview of the day with expectation of setting board priorities for the year ahead.

At the outset of the meeting, Trustees Small and Morone explained that questions as to whether or not structural change was necessary to achieve synergy savings were discussed with the Administrative Board, where there was a unanimous desire to work with the existing structure and belief that synergies were attainable within this structure. Given the number of new leaders at the CEO, Provost and CFO level, Board leadership felt that it was reasonable to give the Administrative Board the opportunity to demonstrate that the goals can be achieved under the current structure. It was agreed by the Board to proceed on that basis.

Each President provided a brief update on their campus missions.

The five-year baseline financial update was presented by Vice Chancellor Provencher.

Chancellor Leach presented an update on the process and proposed plan for achieving system-wide synergies in IT

Chancellor Leach also shared the Administrative Boards multi-year synergy projects plan (see attached), which will be pursued in conjunction with the three board priorities (see below).

Jim Roth, CEO and President, Huron and Peter Stokes, Higher Education Managing Director, Huron, provided a recap of the work Huron had completed in 2012, what has changed in the meantime, and work that can still be done. Huron reinforced the need for transparency and accountability for USNH governance model to be effective. Huron also presented an update of where higher education is in general.

The trustees formed three breakout groups to discuss system-wide synergies, obstacles to achieving synergies, and the highest priority synergy projects.

The Board set three priorities for FY2019:

- Continue work on the information technology collaboration project, including the development of milestones, metrics, and periodic reporting to the Board.
- Develop a performance scorecard/dashboard for USNH and each of the institutions including metrics derived from each institution's strategic plan and aligned to their annual operating budget.
- Develop and execute a well-coordinated system-wide branding/marketing/communication plan that complements the four distinct institutional brands.

The retreat was adjourned at 6 p.m.

## **ADMINISTRATIVE BOARD MULTI-YEAR SYNERGY PLAN**

In the midst of demographic and competitive challenges, the University System has taken significant steps to sustain its financial health while also fulfilling its public mission. This includes efforts made to hold down expenses at the campus and system levels, resulting in USNH being one of the most efficient public systems in the nation. The strategy of holding down costs relative to private institutions continues to net increasing competitive advantage for USNH institutions. Efforts to ensure that each institution also has its own mission and is serving different market needs is supported by National Student Clearing House data that reflects minimal intra-USNH competition.

In order to continue capitalizing on cost containment efforts while fulfilling the legislative mandate of a well-coordinated system of four institutions, the Administrative Board is recommending a multi-year synergy plan that leverages the best opportunities for consolidation, collaboration, and coordination while also minimizing overlap, cannibalization, impacts on rankings, accreditation, and missed opportunities, while at the same time avoiding adverse impact on quality.

The intent of the multi-year synergy plan would be to align with the multi-year financial plans, providing more concrete insight into the strategies that underlie the achievement of those plans and how they connect with efforts to align and coordinate both administrative and academic activities in a way that also supports the missions and market differences of the campuses and collectively address state needs. The outline below reflects the first set of major initiatives to emerge from this process.

### Multi-year system-wide synergy and efficiency plan outline:

#### **Consolidated IT**

- IT strategic leader hired and empowered to make decisions regarding infrastructure and processes that standardize software and lower costs – Year 1
- Initial wins with consolidation and standardization of common software – Year 1
- Agree to savings targets and model for distribution of savings – Year 1
- Implement common finance and HR enterprise system across all campuses – Year 1
- Implement common SIS across all institutions – Years 2 & 3
- Overall restructure plan that finalizes single decision-maker, lowers costs, and maintains services developed – Plan Year 2
- Implement with staff alignment Year 3
- Achieve benchmark level savings - Year 2 and 3

#### **Academic Programs**

- Identifies overlaps, strengths, and gaps relative to state employment needs and market interest, starting with a review of healthcare and bioscience related offerings, as well as languages – Year 1
- Macro-level system-wide plan for coordination to meet workforce needs – Year 2
- Initial program collaborations and migrations identified – Year 2
- Develop process and model for referring students across the system – Year 1 and 2
- Develop cohesive messaging aimed at promoting public options and the value of public higher education within New Hampshire as a complement to individual branding, increasing overall NH market share – Year 1
- Rationalize academic policies across institutions that pertain to the ability of students to mix credits or support internal transfer – Year 2
- Reduce instructional cost per student while maintaining appropriate levels of faculty support relative to student ratios through program collaboration – Year 2 and 3

### **Online Delivery**

- Determine locus of online delivery for online markets – Year 1
- Assess options and decide on a common learning management platform (LMS) – Year 1
- Negotiate contract for common LMS – Year 1
- Identify course sharing opportunities and mechanisms for online courses geared towards residential students – Year 2
- Support seamless flow of students between institutions in select online courses, increasing offerings for students and lowering costs through larger class size – Year 2 and 3
- Online market and margin growth across system – year 3

### **Strategic Procurement**

- Implement Jagger eProcurement tool – Year 1
- Double the number of eProcurement suppliers – Year 1
- Reduce p-card usage by 30% - Year 2
- Reduce exceptions to bid by 30% - Year 2