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Recommended Citation

University of New Hampshire, "University of New Hampshire NEASC self-study report 2003. Part 2: The area reports. Academic plan for the future of the University of New Hampshire, 2002-2007" (2003). *NEASC*. 36.

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**ACADEMIC PLAN FOR THE FUTURE OF THE
UNIVERSITY OF NEW HAMPSHIRE
2002-2007**

VISION AND VALUES

The University of New Hampshire will be distinguished for combining the living and learning environment of a New England liberal arts college with the breadth, spirit of discovery, and civic commitment of a land-grant research institution.

This statement of vision is consistent with our historical traditions, our aspirations to continually strengthen undergraduate and graduate programs, and our rapidly increasing levels of scholarship and public service. As we fulfill this vision, we will achieve ever-increasing distinction among America's public universities.

The University's mission and institutional identity requires that *engagement* of our faculty, extension educators, staff, and students in activities that serve the larger community is a critical value. We are committed to the production of knowledge and the application of skills that address social, scientific, aesthetic, cultural, and technological needs in today's world; and we will enrich the culture of New Hampshire and New England by making public a wide array of artistic and intellectual resources. Through these activities, we seek to instill in our students lifelong habits of civic and social responsibility.

STRATEGIC THEMES

The Academic Plan is structured at two levels—strategic themes that embrace our multiple responsibilities in teaching, scholarship, and public service; and a set of strategic goals and actions that will serve as the basis for annual and multi-year planning and decision-making. The strategic themes and the subsequent goals and actions affirm and strengthen the University's mission and identity, vision, and core values.

The strategic themes that guide the 2002-2007 Academic Plan for the Future of the University of New Hampshire are *Discovery, Engagement and Outreach, Resourcefulness, Institutional Effectiveness,* and *Community.*

Engagement and Outreach

Consistent with its mission and institutional identity, the University is committed to deep and reciprocal relationships with the community of Durham and the city of Manchester, the state of New Hampshire, the region, the nation, and the world. Those relationships have evolved from a primary concern with agricultural and economic development to a broader array of connections that encompass the University's commitments to the families, communities, and challenges of the 21st century. These changing forms of engagement enrich the curricula, lead to new processes of inquiry and discovery, and reflect our modern charter. To that end, we have articulated goals and actions that support the application and dissemination of knowledge produced by the University, the development of programs that prepare competent and ethical professionals for leadership roles in the state and elsewhere, and the organization of academic centers and institutes that foster innovative approaches to critical social, scientific, and technological problems. In addition, opportunities for faculty, students, and staff to be engaged in public

service are viewed as integral to our mission. The theme of engagement and outreach will be fulfilled through goals that recognize the interdependent, mutual relationships among the institution and its many constituencies.

Current strengths to build upon relative to this theme include:

- A significant number of faculty members and extension educators who are actively engaged throughout the state and region in public and private sector collaborations
- Increasing expectations and opportunities for University involvement and expertise in such fields as education, health care, economic development, and the environment, where policy makers seek objective information and multi-disciplinary approaches which the University is uniquely positioned to provide
- An emerging necessity for regional approaches to issues of common interest (e.g., environmental and economic concerns), leading to opportunities for cooperation across state and national boundaries

STRATEGIC GOALS AND ACTIONS

The mission, vision, values, and strategic themes articulated here will be realized and sustained through the pursuit of specific goals and actions over the next five years. These goals and actions are tied to each strategic theme, as follows:

Engagement and Outreach

- I. The University of New Hampshire will be actively engaged – consistent with its mission, strengths, and resources – in extending its ideas, expertise and services to meet the needs of New Hampshire, the New England region, and beyond.**

Strategic Actions:

- a) Develop an organizational structure that provides for greater collaboration and clearer access to University expertise, through the creation of an Engagement, Outreach and Public Service Council to serve as the advisory and coordinating body for outreach activities, charged with assuring greater focus to outreach activities in order to produce targeted efforts leading to significant impacts
- b) Conduct outreach needs assessments in the major sectors that the University serves and develop a plan for meeting the identified needs
- c) Enhance linkages with the interests of business and industry, State government, non-governmental organizations, and the Seacoast and greater Manchester communities

- d) Strengthen programmatic integration among New Hampshire Public Television, Cooperative Extension, the University Library, the Division of Continuing Education, Computer and Information Services, and the University's teaching and research programs
- e) Increase the University's role and visibility as a cultural and intellectual resource for the Seacoast region, the Greater Manchester area, and the state
- f) Strengthen continuing and professional education through distributed and distance learning, the Center for Graduate Professional Studies at UNH Manchester, new partnerships with government, industry, and communities, and new professional development initiatives in the Division of Continuing Education
- g) Develop a strategic communication plan for university public service and outreach activities