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NEASC – Central Administration Interview Summary

The following is a summary of the interviews with Central Administrators (VP, President, Director's of Academic Business Units) and members of the Central Budget Committee. Each person was asked to comment on how UNH was doing in four broad areas; Planning, Resource Management, Implementation and Assessment. Various themes emerged which are summarized in the conclusion and recommendation section.

Interview Summary Comments

Planning

- Different RC units are at different points in the planning process. Some colleges are doing a good job, some are thinking strategically but have no process, and other colleges are a work in progress. Strategic Planning is not engrained.
- Research community not part of the college strategic planning process. Research Centers do a good job planning because they are self-sufficient and need to plan. This planning is not integrated into the academic units.
- Planning at academic department level is uneven.
- Competitive research grants are required by the sponsors to be more focused and integrated to get funding. This requires better planning.
- The Department of Health Policy and Analysis did an excellent job in strategic planning to refocus to a Public Health department and shift curriculum toward MBA. They realigned their mission.
- Anthropology moved strategically to Global Model.
- Cooperative Extension has a very good Strategic Plan. CES asked the questions: where, how, and where are the resources?
- CIS needs a strategic plan-will be completed this spring.
- Some colleges are thinking strategically but have no process.
- Utilizing a facilities condition index and having the academic community priority rank buildings has allowed facilities to focus on the most important buildings.
- Facilities is working on the Facilities Master Plan which will use the Academic Plan as a foundation.
- Role of Department Chair is department advocate, not academic manager. They do not see themselves as managers. This often makes Strategic Planning difficult.
- Colleges need help with enrollment planning.
- BSC Directors need to be involved in academic program reviews and program.
- School and college strategic plan is not engrained. Faculty don't have a sense of what is happening as far as planning.
- CIS Service Units are not part of the college strategic planning process.
- Facilities feels more connected with the University Academic Planning through the Master Planning process.
- Academic plan should be bottom up.
- Need clear mission for each unit.

Resource Management

- Provost requires faculty hiring to be supported by the RC units' strategic plan.
- Academic and strategic reallocation is done at the faculty position level.
- Good integrated academic planning leads to a successful capital campaign. Donors like to see the combined energies from integrated colleges.
- Central Budget Committee is strategic but not fulfilling goal because there is not enough money and some funding is needed to fill holes.
- Academic Affairs needs a strategic fund.
- Facilities with the "facilities condition index" are managing resources according to academic priorities.
- CBC has a lot of voices; the members need to gain more experience and be more strategic to be effective.
- RCM creates natural reallocation; CBC needs to make strategic allocations.
- Facilities evolving into a more efficient unit as a result of customer demand which requires highest quality at the lowest price. The new zone management structure and facilities management computer system are two of the tools facilities is using.
- Campus Master Planning office is now more strategic and managing space as an asset.
- Academic Affairs and Student Affairs have a mission collision. Student Affairs too focused on Academic Affairs.
- Role/mission of 2 year programs within UNH not well defined.
- CBC should focus less on budget and move to occupational/support level issues...i.e. facilities, telecom, assessment issues, OSR, HR.
- CBC lots of time spent on allotting small pots of funds, give the funds to Provost/President and focus on other issues.
- Need Summer Tuition, Fall Undergraduate and Graduate numbers ASAP after R+30. Delay is too long.
- RC units should send proposals directly to the CBC. Proposals should not be funneled through VP.
- Charge of CBC is ambiguous.
- There is no mechanism for strategic discussion across units.
- When the service units delegate authority, redesign processes, etc., assessments should be decreased. If a service unit wants to reallocate these funds for a different purpose, then the units assessed should provide input.

Implementation

- The academic plan needs a detailed implementation plan where individuals are held responsible for goals.
- Faculty effectiveness is the key to UNH responding strategically but the faculty chairs whose role it is to assess faculty are not currently equipped to perform this role.
- Good planning does not move an institution, good, structured leadership does.
- How will RC Unit plans be communicated to the Service Units who need to know what the RC Unit plans are to provide quality service?
- Academic Plan is not detailed in the technology area. How will technology play an important role if we don't have it emphasized?
- How can we improve the communication among service units and their clients?

- UNHM Program Coordination – a) need to review the role of UNHM vs. Durham based colleges for mission b) What is UNHD role in promotion and tenure process and c) revenue sharing agreement?
- Department Chairs need RCM training.

Assessment

- Need to have periodic progress reports and monitor progress on the academic plan.
- CBC needs to assess the success of the prior year's funding.
- VPR&PS assesses the investment of research/faculty start up funds. Need to do this for all funds allocated for strategic initiatives.
- Service Centers need to be held accountable.

Conclusion

The University currently views budgeting, planning and assessments as discrete functions. We need to pull them together to better coordinate activities. We are doing good things in each area; however, the processes are immature and need to be nurtured so that we continue to improve our systems and processes that sustain and achieve organizational purpose. Our goal is for planning, budgeting, and assessment to be an on-going process of inter-related activities as routine institutional processes in established organizational structures.

Recommendations

1. *Academic Administrators* – To assure that college academic missions are effectively managed, the academic administrators (including chairs and directors) roles must be examined and transformed into more effective academic managers.
2. *Central Budget Committee* – The CBC needs to be dissolved and replaced with a committee which better integrates planning, budgeting and assessment, the Institutional Effectiveness Committee. In addition to budget and finance issues, the Institutional Effectiveness Committee would be more active in program review, address more operational issues, monitor the planning activities, and be more strategic in nature.
3. *Role of Institutional Effectiveness Committee*
 - ~ To integrate performance assessment, strategic planning and budgeting.
 - ~ To improve Institutional Effectiveness and the delivery of service to students, faculty and our external constituents.
 - ~ To hold ourselves accountable for accomplishing Institutional goals, divisional goals and programmatic improvements as outlined in our strategic plans and program reviews.
 - ~ To allocate resources strategically to advance the Institutional Strategic mission.
 - ~ To monitor the management systems, to assure Institutional Effectiveness through RCM, the planning process, and the assessment process.

4. *Broad Issues Addressed* - This new Committee could also work on the following broad issues that surfaced as a result of our interviews.
 - a. Planning – Need to develop a mechanism for service units to meet with Dean’s/Research Directors to discuss priorities. This will give the service units the foundation for developing their strategic plan. Dissemination of all RC units’ plans to the community is integral to advancing the plans and keeping the community informed.
 - b. Academic Plan – Need to monitor the implementation team to make sure the plan is implemented. The Academic Plan is catalyst for change and to effect that change, we need to push the implementation to show results.
 - c. Central Strategic Funding – What is the appropriate level of central strategic funding for UNH? How should that funding be allocated?
 - d. Strategic Indicators – Need to develop assessment measures to assess the overall effectiveness.