

Charting the Future Open Forum Discussion January 20, 2004

An Open Forum was scheduled to provide an opportunity for the campus community to discuss emerging issues and priority topics identified during the Charting the Future planning process. On January 2, 2004 President Kay Norton sent a letter of invitation to the campus community announcing two Open Forums and topics for discussion. The purpose of the first Forum was to discuss three priority topics that were identified at the December 15, 2003 Leadership Summit and to listen to ideas, suggestions and concerns about the three topics. Below is a listing of the topics and comments shared by participants.

Topic One - UNC's general education program should be coherent and rigorous and should engage students in active learning strategies that complement the study of a focused major. Ideally, it should culminate in an integrative experience such as a capstone course.

To introduce the topic, Kay Norton, President and Allen Huang, Provost discussed legislative and regulatory parameters that provide the foundation for general education in the higher education institutions in Colorado. General education ideas and issues from the Unit Reports and Leadership Summit also were summarized.

Participants' Questions/ideas/comments:

- It is suggested that general education needs to develop critical thinkers, develop respect for diversity, appreciation for art and sciences, and develop an understanding of scientific inquiry - competencies to be achieved.
- Currently our course requirements are 40 credit hours for general education; 40 hours for a major and 40 hours for an elective. Students at other colleges have less than 40 hours of general education requirements; when they transfer to UNC we accept their number of general Ed requirements, usually 30 hours. Is that fair for our on-campus students?
- CCHE has identified five categories for general education and in each category there are stated competencies for graduating students.
- CCHE has sets of competency, skills, critical thinking, and technology, written communication skills. These should serve as a guideline. We need a core curriculum, one that is transferable.
- CCHE's intent is to not to dictate to the exact shape of general education. With their guidelines there is still latitude to have additional areas; numbers of credit, still have some independence. It's a core. General Ed is an opportunity for students to explore.
- A student suggested that his impression of our general education was that it was a collection of courses to assure that "we're all good coming from high school." Most of the content of these courses we have had in high school. UNC's general education should be more rigorous; students expect more in depth learning.
- We need to identify the competencies we want our graduates to have and then begin to design the course requirements that best meet the education to achieve these competencies.

- How can general education be coherent and rigorous for all? We need to continue to have small class sizes to encourage essay writing, in depth discussions.
- A student commented that the best way to make general education rigorous is to keep class size small and a low student to faculty ratio. The student shared that it is sad to see that the reason she came to UNC may not be here in future; i.e., class size.
- Identifying the competencies in general education may not be a good first step in planning. Need to ask other questions; first. Coherent, more focused. Do we have to make it smaller? Biggest question, who will design new general education program, if a new one? Design team? Faculty? **The President answered** that UNC currently has Faculty Senate processes for the design of General Ed. Design team not capable of, nor should it be responsible for the redesign of general education. Because the issue of General Education was identified as a priority at the Leadership Summit and because it was prevalent in all the Unit Reports, the Design Team feels a responsibility to provide opportunities for the campus to further discuss general education and to forward findings and recommendations to the appropriate committee for its recommendations. The Design Team can initiate the process and forward the ideas and concerns that have been expressed. The Design Team does not have a predetermined agenda or set of ideas for general education. Obviously this is a very big issue that was prevalent in the unit reports. As a campus community, we need to proceed in a timely manner. We cannot wait to determine the redesign of our general education offerings. General Education for the future is certainly a Charting the Future topic and many decisions we make about our future must consider the recommendations and ultimate redesign of general education.
- We must have a focused curriculum: how will this impact undeclared students? General education focus would not affect undeclared students; rather it should help them to discover major.
- General education should be utilized in academic advising, look at potential majors. After 30 hours, a student must declare a major. Transfer students coming in can use general education to help them determine a major and yet they must declare their major after 30 hours. Is this a good policy? It can be problematic. Business requires 30 and a GPA requirement. Policy has pros and cons.
- We need to identify justification for general education; we can't shrink general education in favor of enlarging major.
- The reports do not suggest that we shrink general education, rather that it is too unfocused, too many courses to choose from, and that can do better in providing our students with appropriate required general education. State does not prescribe what we do; just understand certain pressure/persuasion that gets student out in 120 hours.
- What kind of suggestions made in making general education more focused. What could be eliminated? Nothing specific, perhaps liberal arts focus and a capstone course at the end of the major. If we are saying general education is one way of helping students explore to fine a major than other colleges need to be part of the mix. Currently have 276 classes that can satisfy our general education requirements; CSU has 1/2 that; having too many choices may not be the best approach for a rigorous, coherent curriculum. What do we need to prepare students? How do we build foundation in general Ed?
- Sharp distinction, shrinking range of choices, rather than replace with bigger majors.

- There is a misconception that general education pays the bills for many departments - under student credit hour production. This paradigm needs to change. Funding per dept has never purely been based on credit hour production. Unfortunately in the past UNC did not articulate how departments were funded nor the rationale for allocating funding, etc. One of the goals of Charting the Future is to have the campus community acquire an understanding that the university will support programs that are expensive and core to the mission, those that are great or can be great. We need to drop the idea that general education and large classes generate money for university.
- There are many factors that led to UNC general education expansion. Seemed to be direct relation to credit hour production, reputation pulling weight on campus. We need to change the culture on campus. Critical in this whole process is whether we can recreate a collaborative and supportive process.
- In thinking about general education we need to also look at the first year experience, both for freshmen or transfer students. WE need to also include in that experience, exploration of majors. Some students get lost here and a course such as ID 108 or 1-2 credit hour on how UNC functions; basic problems, debt management, university services will help with retention. Retaining students is cost effective and will save funds as compared to always having to recruit more students.
- Suggest thinking about focus curriculum together with integrating classroom and out of classroom issues. More engagement with active learning.
- Instead of A & S having all the courses and be responsible for general education we should have all Colleges involved. We should have collaboration rather than competition among Colleges.

If interested in knowing more about general education council and their ideas that need campus wide discussion, read the General Education Council's Unit Report for Charting the Future. It is an excellent report and provides valuable information.

Topic Two - Involve faculty and staff who are responsible for diversity in diversity planning and include diversity in the overall mission and actions of the university, its classes, access to instructors, recruitment and retention, and faculty and staff.

To introduce the topic Kay Norton, President and Allen Huang, Provost provided remarks. They both stressed that "Diversity" is not vocabulary it's a culture. UNC's Office of Multicultural Affairs (OMA) started in 1990, with the goal of enhancing diversity on campus. Although the Office and the current cultural centers have accomplished much we can be better. It is apparent that the next step is to implement programs that infuse the value of diversity in all areas and to promote the concept that the promotion of diversity is not just OMA's responsibility. We need to plan and take the next step to further enhance our efforts for infusing diversity throughout our campus. Diversity is a responsibility for all units and all people on campus, not just for the Cultural Centers. The promotion of diversity also is promoting educational opportunities for all our students. WE must promote a culture that values diversity in all its forms. The questions that face us are: 1) how we provide diverse experiences for our students; not just in the classroom but in all that we do and 2) how can faculty, staff and students realize that the promotion of diversity is a responsibility for each of us?

Questions/ideas/comments:

- Diversity is a priority issue for us to address.
- One student stated that a previous plan was to consolidate cultural centers together in Bishop Lehr. Is it still a plan to consolidate centers when funding is available? Answer = When funding for renovation of Bishop Lehr becomes available the decision of consolidating the cultural centers and the units to occupy the building will be revisited. He believes it is a bad idea to consolidate the centers into one; he believes each center should remain separate.
- Voice concerns that it would be very bad move to consolidate cultural centers. Other students utilize centers that are not Native American, etc. Centers provide successful transition to students coming to UNC.
- We need to infuse diversity without taking away the current programs.
- Another student also emphasized the need for centers.
- All faculty and staff need to be involved in diversity; it is not just the center directors' jobs. It should be all the campus responsibility. If we are interested in infusing diversity into our university culture, make it required of departments, e.g. in how people are evaluated.
- Most faculty aware that OMA is available to all. Generally, resources available, more diversity, more globally aware. Newer faculty better able to address diversity as compared to older faculty. Provide resources to faculty.
- One student stressed the importance of defining what we mean by words such as diversity, multicultural. What does it mean here at UNC? What is the culture we're trying to build?
- Those are questions that must be answered and the answer must be discussed and promoted. Diversity is not just ethnic; age, gender, sexual orientation, disability, etc. The intent is broader, not narrow minded. Economic diversity; single parent, non-traditional. Broader than what we have in mind. Most important to provide educational experiences so that our graduates can be successful after graduation from UNC.
- Diversity in all forms needs to be discussed and infused throughout our curriculum and activities and become a stated value for our culture.
- We must take care when taking direction where to go in terms of diversity. Don't use words like segregation, separation. Students come to centers to vent, get support, help from things that have happened to them on campus. If only black or Latino in an environment, is that segregation? What happens if reverse were true? We must include diverse perspectives. We can't just let diversity happen.
- Hear from faculty or staff as to how to infuse diversity in life? What would be helpful? Professional development, gender diversity?
- Cultural centers are where we go to network with students of color. Centers are important for faculty to know how to network with diverse students. Important psychologically to connect with your heritage.
- Some elements are less disciplined related. Matter of accident when faculty know who to contact re disciplines. Give a place to make connections more generally. We need to communicate the available of on campus resources about diverse populations.
- We are beginning to see faculty taking initiatives to take active role in the cultural centers, advising students. Students need to take active stance in centers. Student speakers to classes?
- How do we instill in people the importance of using available resources? Appropriate resources may be right in front of you.

- Don't lose sight of the broader concept of diversity, keep in mind, single parents, and people from other backgrounds. Don't miss those people in infusing diversity.

Topic three- Develop policies and procedures to increase operational efficiency; eliminate redundancies and outdated processes; explore outsourcing and privatizing selection functions

Introductory remarks were provided by Kay Norton, President and Fran Schoneck, Vice President for Administration and Finance. The most efficient process for helping us with decisions related to finances is to implement the concept of activity based budgeting. It is a process of defining the cost of implementing an activity or function, not tabulating the columns for total cost of personnel, travel, OCE, in a unit/department. We need to identify our structures and procedures that are not meeting service need. We must identify ways to best perform activities & functions and identify the true costs. Decentralized can be more expensive than centralized. Outsourcing and privatizing can be a very expensive option. UNC has done some outsourcing on campus that has been successful and some that has not. We must establish guiding principles for decision making. Look at cost benefit, what is gained by outsourcing. If we can proceed with outsourcing we need to submit an RFP, validate the costs and determine if it is the best idea for UNC. In the past, we did this humanely, reassigned personnel, protected employment, and provided value added services in a cost effective manner. Only do outsourcing when something is to be gained.

Questions/ideas/comments:

- A popular theme in the unit reports was to eliminate charge backs. How do we handle this and still finance costs?
- Have a problem with being charged, accounting charges, others, etc., as a unit, we can't charge students for services provided, if not in revenue generating areas, must pay charge backs. Central server charge per employee, why do we have this?
- There are two philosophies; provide services centrally or units seek their own service providers; problem is the type of activity provided and supply and demand. For example, if there were no charges to you, what would prevent your department from having too many phones, computers, etc. Fund centrally would have to limit numbers, etc. Advantages and disadvantage. Charge back provides good management of services being provided and funding allocated to those services.
- We are looking at different ways of allocating true costs.
- Charge backs seem like good idea; but when units are being forced to use the service, may not be good. Question; if charged for service, should we have choice of service?
- Technology - should functions be centralized or decentralized? Can guarantee no chargebacks?
- No decision and no promises have been made regarding the future of chargebacks. Once we have a plan, need to have follow up with implementation plans. Will require additional planning as we go. Many alternatives being considered.
- Complex issue, no easy answers. One of the difficulties, is that budget comes through layers; difficult to deal with chargebacks, increases are running higher than inflation and the allocations that come to depts.
- Issue with timing. Timing would make world of difference. For instance this year we will be charged for parking for our activity and that is an

additional \$6,000 to the budget. We need to coordinate time of notification of increases, so units can budget for it.

Thank you for your contributions to our discussions. We are pleased that so many took the time to attend this Open Forum.

Should you wish to comment further on these issues please do so and send your thoughts, ideas, questions to chartingthefuture@unco.edu

The next open forum will be held Thursday, January 29, 10:00 to Noon. We encourage all to attend.

The three topics to be discussed are:

Develop a new campus-wide student and administrative management information system.

Develop synergies between academic and student support services, including ways to do so and how to support these programs.

Our focus should include the image of UNC and its relationships with Greeley, our state and nation.

Charting the Future Open Forum Discussion January 29, 2004

The second Open Forum was scheduled to provide an opportunity for the campus community to discuss emerging issues and priority topics identified during the Charting the Future planning process. On January 2, 2004 President Kay Norton sent a letter of invitation to the campus community announcing two Open Forums and topics for discussion. The first Forum was held January 20, 2004 and a summary of the discussion was published on the Web. The purpose of the second Forum was to discuss three priority topics that were identified at the December 15, 2003 Leadership Summit and to listen to ideas, suggestions and concerns about the three topics. Below is a listing of the topics and comments shared by participants.

Topic One – Develop a new campus-wide student and administrative management information system

Kay Norton, President and Fran Schoneck, Vice President for Finance and Administration provided introductory remarks. They shared that the members of the Design Team were pleased that this topic was identified as a priority. Many unit reports stated that technology is an area of growing need. The expectations of all faculty, staff and students about technology need to be considered and funded at an appropriate level. In the past, UNC has developed administrative systems, student information systems; and much work has been done to make it more user friendly with more capabilities. We have “pushed” our systems to the limit. We have outdated financial systems that do not perform the functions we need. Our Human Resource and Payroll systems are not supported by a vendor. It is critical that we have some type of a common system; hopefully a fully integrated system. We need to review and identify what’s missing, what’s desirable, and what’s needed.

Participants’ Questions/ideas/comments:

- Inordinate amount of time spent by faculty and chairs and colleges trying to schedule classes; currently to schedule we need to enter 5 different screens. The true cost of implementing class scheduling is truly expensive when we consider personnel time; time spent solving problems and “fighting” with technology. We need to have technology as a tool rather than as a problem.
- In the past year we have upgraded the scheduling system, we are not all the way there; still working on it. When the Design Team met with deans, one commented on time spent in scheduling classes. Will take more time to make adjustments to see benefits, results. As we move ahead, it is good to hear concerns to ensure we work out any bugs.
- We don’t want to centralize scheduling; rather as faculty or as department chair we want the authority to input the data rather than sending it to the Dean’s office. With so many handling the task, things get lost in transit.
- HHS also schedules through deans office; don’t have the errors occur that other college/s may have.
- From a student support services perspective; we would like to see email systems for students, faculty and staff consistent. We need to have a streamlined way to access

student's email address rather than spend so much time searching for their address. This will help with advising.

- A companion question to access students email is the need for privacy, spam, opinions, Under MyUNC you can access students email and students can access advisors.
- Another issue is the tracking of graduation requirements; honors program curriculum is not tracked through registrar. They may not be alone, not a major or minor but Honors has to do with graduation. Need way to assess special programs and show on transcripts. Tracking is done exclusively in office, not labor intensive, in terms of maintaining relies on staff and student expertise.
- I would like to see us move seamlessly in with annual contracting, from dept to college office to HR to provost. The system is really too labor intensive and requires time, it is an expensive process.
- A goal would be for us to move forward with agreements such as contracts, electronically, stop all the paper. All approvals online; example of what we need to streamline, many things could be managed through workflow.
- Is this a quantum leap request; or do we wait? What can we do before technology is available? With limited amount of resources, need to decide priorities. Idea that faculty member has to come in and sign contract every year is not good.
- This is process that began several years ago. Tabor requires one-year contracts, but this doesn't mean we have to do it inefficiently. Can we do this with a simple appointment letter and prevent so many steps and signatures.
- In the future we can jump on to workflow. We are not well positioned to do that at this time. It will require a great amount of work and we would need to change systems.
- We are talking high tech and in the interim we might need to think of efficient low-tech approaches to streamline cumbersome systems, such as an appointment letter attached to the annual evaluations. There must be a way to make this requirement less complicated.
- Look at imaging system currently in some offices. If made available to all offices, could have electronic signatures. Product we already have.
- Think about technology how easy or difficult it makes life; using technology to keep better tabs on people coming and going. Foundation not very well integrated; each unit may have their own databases, important to know what happens as we leave here. UNC needs an integrated system.
- We would like to hear from students. One of recommendations from reports was to use student email as the official method of communication, i.e., student bill, grades, etc
- A student stated that many students do not use UNC's student email. Almost all have personal email. Students don't know you can set your UNC email to forward to personal email. Need to communicate that it can be done. In favor of expanding the use of email to communicate with students. Also blackboard a very good tool. Keeps teacher in touch with all students; less work format.
- College Transition Center would love to work with students to promote the above suggestions re electronic communication
- Financial Aid - Have a lot of data on system; we need an integrated system; now have to write special report to give out money when available.
- SRC; great use of email, Webster. Good to see Charting the Future link on Webster. Example of student use; haven't checked for few days and today I have 10 to 15 messages from professors. Would be good to utilize my email in a timely manner.

Topic Two – Develop synergies between academic and student support services, including ways to do so and how to support them. During the Summit, leadership identified that UNC’s core values must be “student centered”; an open discussion to identify ways to better integrate our academic and student support services will be important for our future.

Kay Norton, President and Allen Huang, Provost provided introductory remarks. Pleased to see these topics emerge from the December Leadership Summit. We have been discussing advising, enrichment activities (honors), cultural activities and how best to integrate thoroughly with academic mission. We know that there are many great things going on at UNC and we want to continue these. We all have responsibility to develop synergies among everyone. Many examples; recognize uniqueness. What matters most is student success. We want to increase our current yield from the pool of applicants (43%) and admit our students with the goal to graduate, thus a focus on activities and systems to enhance retention is vital.

Participants’ Questions/ideas/comments:

- Want to bridge this with the first topic about technology. Imagine if we had a great tool for advising on campus. Imaging is going well in the registrar’s office; it would be great if we could all have imaging.
- Student; rep of Thorogood Marshall Club. To get students to participate they need to know they can participate. Our Cultural Centers are there for everyone; goes beyond technology; let students work together culturally.
- There are quite a few committees that meet as to how we can better serve students. We need to work together. The academic support side can’t work without support from our faculty. Would like to see advertising for meetings, invite people who would be interested; show as open meetings; simple issue of communication.
- Excellent opportunity for us to get together to address the issue of how we can serve students, prepare for what students would look like; and how can we serve the new freshman class. I think stability in our offices is vital. In the past 6 years, I have had 9 bosses. But, we have produced, I am proud of the staff at transition center. We need to look for a way to assure stability in our offices.
- Stability is not solely dependent on a leader, should be everyone’s responsibility. We recognize transition in the top levels and know that we need to provide stability and continuity at all levels. Basic, important for each unit to be served, empowerment. Think about index, admitting freshmen GPA and standard from 93 to 94. We admitted students in a program supported by Challenge funds and it has been very successful. These students are succeeding at UNC
- An agenda item for the next leadership summit will be issues related to the changing or reset of index scores, the paradigm change from funding higher education by the number of SCH. We need a discussion about why more students will not mean more funding. We need to talk about right size of our student body for UNC. How do we best serve our students? With the new changing admission standards, we may need many support services.

- Index calculation is different, it is the 2nd time CCHE has reviewed and reset the index score for admission standards. The average GPA of high school graduate has been increasing, there is grade inflation and because Colorado now requires the ACT to be taken by all high school students, average test scores have decreased. Value determining changes; finding that combination of GPA and ACT changes index. An Index score of 94 this fall will be achieved by students not achieving that score previously. We will be admitting students that previously would not have been admitted. CU and CSU have the same problem. Also means we will change the yield on students we do admit. It is very difficult for us to estimate our population mix for next year. We can't use past data to provide us trend information. Last year we admitted 5000 and 2000 showed up. If students who are less prepared to attend UNC are admitted, we will need additional support systems once they get here. We will not likely get additional state funding; rather we should determine the best size and mix.
- How to maintain balance; quality over quantity? If we drop the challenge program; what is immediate impact on services? Rather have more students to choose from than not looking at UNC.
- Comments on right size of university; index; CHE works directly with students; what do we do with those students coming in to be successful. Need a plan now for next fall; then address for next few years. Focus on preparation to meeting 2000-3000 students coming in the fall.
- Planning internally but some things we can't plan for. The requests for tutoring have gone up; we have to turn people away because we do not have enough staff; math and science constant flow of questions and requests; concerned 2 math offices that provide tutoring. Realize can't increase state funds; only so much money. Sharing so that colleges and faculty know that can't provide to all. Think creatively how to work with our students to provide the services they need.
- This issue is an example of what the CTF process must address, both short term and long term structural issues. One of our major goals is to get all to think of how we can best shift available resources; are there activities to discontinue and shift to an activity that is higher priority. The issue of the need for tutoring is a good illustration of what CTF is trying to do. Take burden off, shuffling and focus energy on high priority, how can we meet these challenges?
- Advising of students; don't wait until they need help with tutoring. We need to intervene and provide counseling services to maximize their potential; critical issue.
- There is a lot to be done and it is hard to disagree with anything that has been said. An observation is largest 85/15 have significant part of grad students, increasing number of adult undergrads, most working fulltime, off campus, carrying heavy load while maintaining family. Hear all about students first, some say they don't see it for them. Make sure we pay attention to those adults here at UNC
- Important that as we think of educational mission and placement that we think about academic and student support. In Honors, look at curriculum; some very narrow and look at how could support all students in all colleges better. Interested in long haul; pieces playing out to the future. See value of individual, productive in workforce or seeking graduate studies.

Topic three- Our focus should include the image of UNC and its relationships with Greeley, our state and nation. For Charting the Future, one of the guiding principles stated a commitment to be mindful of the various communities that the university serves and those that shape our fate.

Kay Norton, President and Ken McConnellogue, Vice President for University Advancement provided introductory remarks. Two questions that need to be posed and discussed are: Who are we? and Who knows about us? Ken addressed process and decision making not top down. People are the strongest asset we have and the design team is listening to input and seeking help in reshaping UNC.

Participants' Questions/ideas/comments:

- How can we tell our story better? Thoughts about?
- How does department get word out if we need something publicized? Answer; we're only as good as the information we get. We try to create systems that help us work with the media. Create network on campus that provides information sent out to make people aware of all the great things that are going on at UNC. It is much more complex than it appears to get earned media. We can't just send out press releases and expect that it will get printed; matter of long term relationship with print and electronic media. Understanding media; our Greeley Tribune knows the importance of the university, but there are other important systems in Greeley; city government, public schools, Aims, etc. Sometimes the success with the media comes down to individual relationships. No question, we all have to work on stories about UNC. Also important to recognize image and image is shaped in so many ways and venues; look at constituents. It is not just media, we must convey our story to all; alumni, students, legislators, neighbors, etc.
- We need to portray why the public needs us and why we need the public. What is very important now are voters, public, in terms of type of investment they need to make in us. Need constitutional reform to allow legislature to invest in higher education. To build that understanding will take a lot of effort.
- Communicate with legislative body, UNC has a dedicated and very strong leader in our President and she is actively communicating with legislators on our behalf. We are fortunate to have her as the President who speaks for UNC.
- We need to talk about the importance of relationships; I have observed that in the grants process; work in local schools, government; but don't have close relationship with education center of the community. Build those relationships so we don't have to rebuild, recommunicate each time we need their help. We need to work with on continuing basis; know each other's needs.
- Visitor center has 10,000 visitors every year on campus, we hear comments about how good we look, are, etc. They leave with a good image of what they see here, what they experience is good for spreading the word.
- Reiterate that we all have the opportunity and responsibility to help make positive experiences for our students.
- Athletics are great ambassadors for marketing the University. Going from Division II to Division IA will help us gain more publicity. Also the Performing Arts programs provide an important avenue for marketing ourselves.

- Best ways to put out the word, use students that have been here, parents and others who have had positive experiences here. Students that go home all the time are not always participating in campus activities.
- We need the community's help in keeping our students here.
- Tutoring issue; what about staff members who may be available to volunteer to tutor; perhaps provide release time or use after work time to help students for one hour per week.

Additional Comments

Index scores, when students become your majors, windows or challenge students, we worry that we are getting lower quality students, but remember they are excellent students now, and do succeed and graduate.

CHE re collaborating. Only office to offer skills workshops, rely on presenters, piloting program that provides, if we are to support students, need help in developing cornerstone workshops.

One student commented on how he was helped by the assent program which provided supplemental instruction; great tool to help group of students or entire class.

Bear logo; as we look toward marketing; maybe adding something to reflect academic side, i.e., seal. Difficult to represent academics on a logo for image, a seal is not an image. We had been fragmented to large degree.

Our Bear has historical roots. Totem Teddy – wonderful historic connection, totem had religious background, came from Alaska graduate, adopted in lieu of name; fighting teachers, good synergy. When looking at image, the bear image is deliberately abstract, looking for recognition,

Cumbres program; new to university. Fort Collins vs UNC, status issue, no longer the case, commitment to the institution, attitude on campus, overall philosophy, enormous commitment by all employees to the needs of students coming. Work with 126 students; would be willing to reach out and offer support and encouragement. Talk to students about working and playing hard. If a student doesn't feel welcome, not going to stay, not a good experience and will lose them. Focus when talking to students, encourage to work hard, and have a good time. See people working hard on campus. Go home rejuvenated; pass on good experience, positive idea. Believe strongly in what university is attempting to do. Encourage those in leadership positions to continue, focusing on positive things. Faculty and staff; students are very appreciative. Let everyone know about our all the good going on here. Rise above and popularize UNC.

Thank you for your contributions to our discussions. We are pleased that so many took the time to attend this Open Forum.

Should you wish to comment further on these issues please do so and send your thoughts, ideas, questions to chartingthefutur@unco.edu