



MINUTES
BOARD OF TRUSTEES' MEETING
January 28, 2010
Panorama Room – University Center

The meeting of the University Of Northern Colorado Board Of Trustees was held Thursday, January 28, 2010, at 8:50 a.m. in the Panorama Room of the University Center, on the University of Northern Colorado Campus.

Those present included:

Trustees: Dick Monfort, Carlotta LaNier, Darlene LeDoux, Dick Gast, Jim Chavez, Dee St. Cyr, Vish Iyer, Matt VanDriel

Officers and Administrators: President Kay Norton, Vice President and General Counsel Ronald Lambden, Sr. Vice President and CFO Randal Haack, Provost and Sr. Vice President for Academic Affairs Abe Harraf, Vice President for University Relations Chuck Leonhardt, Recording Secretary Vicki Niccum

UNC staff/ faculty/students: Assistant Vice President Tobias Guzmán, Assistant Vice President and Dean of the Graduate School Robbyn Wacker, Faculty Senate Chair Steven Luttmann, PASC Representative Cathy Puckett, Student Senate President Justin Puckett, SPEEC Representative David Cox

Guests: Fred Marienthal, Kutek Rock

UPDATE(S):

President Norton provided a brief update on the selection of the Special Assistant to the President for Diversity. The committee is actively looking at internal candidates from the faculty and they will interview 3-4 individuals who have expressed interest. The timeframe for a decision will be sometime this semester, but the candidate may not be full-time until the fall semester; logistics are still being worked out.

ACTION ITEMS:

1. Approval of Agenda

Trustee LeDoux moved to approve the agenda for the meeting. Trustee LaNier seconded the motion. Motion carried unanimously.

2. Approval of Minutes

Trustee Gast moved to accept the minutes of the October 9, 2009 regular meeting as presented. Trustee LaNier seconded the motion. Motion carried unanimously.

3. Board Planning Calendar

The Board voted to cancel the February 12 meeting.

4. Board Chairman's Report

None.

5. Trustee Remarks

Trustee Gast commented that there was an article in the sports section of the Denver Post praising the UNC men's basketball team as the best college team in Colorado. There was also a 9News story that interviewed players; this was great exposure in the Denver Metro area. This shines both a positive light on the basketball program and University as a whole.

Chairman Monfort introduced and welcomed Trustee Dee St. Cyr.

6. Communications

The Board will move into Executive Session at the end of the meeting, from there the Finance and Audit Committee will report. Everyone is welcome to join that portion of the meeting.

7. President's Report

President Norton updated the Board on the state budget situation. Currently 23% of operating budget comes from a combination of state and federal stimulus money, which has replaced state money that has been cut from the budgets. The legislation and state fiscal stabilization fund has backfilled cuts to higher education funding in Colorado up to the original 2008-2009 budgeted amounts. For UNC state funding has been at \$44M, ~\$30M from the state and \$14M from federal stimulus backfill. The net cut for UNC is ~\$14M. Proposed cuts by the Governor for FY09-10 are being backfilled by stimulus money. Stimulus money left for FY11 is not enough to backfill to the original plan. There will be a drop in funding in FY11 and in FY12 all federal money goes away. The state will have great difficulty restoring funding considering how slow the recovery is shaping up to be. We are looking at the things that we can control as opposed to seeing what is going to happen in terms of public funding. The Board will be updated later on a cliff reserve of \$14M which matches what we believe we're eventually going to lose in terms of public funding. We are developing a University plan (which was discussed in October) to go along with the budget activity of building a reserve by looking at reducing expenditures, controlling costs and generating new revenue and using one time funds when making decisions. Some of that reserve is what we used to call base dollars (reoccurring revenue) and one time money that we are able to accumulate by delaying expenses, or from other sources. The FY11 target for reserve is \$4.6M dollars. Then adding to the \$5M that we have already identified in this fiscal year, an additional \$4.6 M in the next fiscal year and up to the \$14M by FY12. We will

do that by generating \$3.6M in new revenue and reducing expenditures by \$1M primarily through salaries savings. Given the increasing erosion of state funding and federal backfill we are stepping up our efforts for FY11 to reduce expenditures and reallocate revenues. In addition we are getting more aggressive on the cost. There were a number of things in the current budget that were identified as investments that we are not required to spend, we are making the decision to not go forward with some of those investments in order to build our capacity to withstand whatever shocks might be coming. President Norton has conducted thirteen separate strategic planning sessions across the campus during the fall semester and the purpose of those was to learn about the planning work that is already being done and to begin to determine how those things should be connected. During those sessions they talked about (4) things as the framework for the discussion and elements that were originally identified in the State of the University address last fall. These are the touchstones for decisions in the future.

Basic Principles:

- 1) Expand academic programs and/or enrollment in a way that fulfills our public mission in fiscally responsible and sustainable ways.
- 2) To enhance our research agenda, to engage and enrich UNC faculty and students and the community around the university.
- 3) To build a respectful and inclusive campus environment. UNC diversity is a 3rd pillar of what we stand for.
- 4) To connect with the area around the campus in ways to benefit both the university and the community.

Highlights from what President Norton learned included consistent support for the four strategies. These also relate to our identity campaign and define clarity about what the institutional priorities are so that people can make good decisions. Based on limited resources empower people with more independent thinking and to be citizens of the University in a more engaged way. In March we will prepare a detailed report on how we are connecting enrollment numbers to revenue projections.

INFORMATION ITEMS

UNC Rebranding - Chuck Leonhardt, Vice President of University Relations

VP Leonhardt presented the outcome of the strategic vision of the University. This University effort delivered a strong and cohesive voice. Information kits were sent out to the University community and finalized the identity statement. The thirty-six member integrated marketing group defined exactly what we wanted to put together. We surveyed the community, with responses from 700 from alum's, current and future students; and used that feedback to craft the language in the messaging. We developed an identity statement with five different distinct messages about what is unique to the University of Northern Colorado. Those messages are repeated throughout the materials, banners, advertisements, TV spots and repeating the message of who we are.

VP Leonhardt shared the video spots that were on Channel 9 News about Bringing Education to Life. A celebration was held, with 1000 people in the ballroom, speakers, and great food. All of this work was done internally, with exception of television spots. We have a fantastic crew, and VP Leonhardt expressed how proud he was of them, how hard they've worked, and their creativity. In the information kits are pocket cards, which he encouraged the Board to use, giving them out with their business cards and sharing information/sentiments on who we are at UNC. There are ~100 signs around campus, with the five messages. They include: 1) find your sense of belonging 2) create meaningful connections 3) advance human understanding 4) lead a richer life 5) be the difference. Ad's are in place with Frontier Airlines and on the back cover of the Wild Blue Yonder publication and also in Denver magazine. The campaign will run through the recruitment cycle in May. Billboards have been placed in key locations around the community and off of several major traffic areas. New posters (part of the kit) will become an annual tradition. Next steps are to integrate this into admissions material, new website launch this summer, a portal through the website (www.unco.edu/life). Trustee LaNier commented that it is the best thing she has seen in a long time, she is very pleased, and it has been done in one year's time! Trustee Gast also commented that it is a consistent message that is not going to change; we are now building on a platform of a great strategy. What are the plans for Facebook? Currently they are in the process of defining a strategic plan just for social networking. They have several test sites being worked on in a coordinated effort, using it as a test ground. Congratulations to the team from the Board.

Enrollment Update – Tobias Guzman, Assistant VP for Enrollment

Admissions report summary and recruitment efforts for Fall of 2010 were discussed. The largest growth is with transfer students, an increase of 190 applications for Spring 2010 semester, an increase of 28.4% year over year. Trustee Chavez asked for clarification on what the driving factors for growth were. UNC has spent time at Aims Community and Front Range Community Colleges; they have held office hours and spoke with students on campus there. This included faculty members and academic advisors, in addition to direct marketing, phone calls to recent 2-year graduates letting them know that UNC would be on their campuses. Provost Harraf also clarified that there have been web improvements linking information on programs and translation to UNC for transfer students. Fall recruitment in 2010 looks very good due in part to campus visits. Interest in UNC is up 20%; they are seeing a year over year increase and continuing to make progress. The total student inquiries are up 33%. Geographically, we have more in eastern plains, Greeley, Denver Public Schools, suburbs around DPS, strong inquiries from California, Arizona, Texas, and Montana. Translation to actual applications is up 8.3% year over year at this point-in-time. Application's that were completed is up 13.5%; these students are more committed in that the process, which requires a housing deposit as well. All of this translates to growth and outreach efforts are making a positive change. Several evenings they host "becoming a bear night" involving students, faculty, financial aid, administration, admissions staff, housing staff, etc. This is held in Panorama room and students can fill out the applications at that time. The longest lines are for financial aid. They have 4-5 advisors there as they make decisions. Trustee Gast mentioned that CSU is predicting flat enrollment, so UNC is doing a few things that other institutions are not.

Enrollment report summary. Overall headcount is up 4.5% (includes undergraduate students, graduate students, and extended studies and continuing education). Credit hours are up 3.9%, a really promising number in terms of entire campus population. Trustee LaNier asked about being up in credit hours and managing faculty hours as well? Provost Harraf explained that they are looking program by program and college by college to ensure that revenue is not hampered by an increase in cost. Marginal cost is \$0 and revenue is going up. Currently he is speaking with the Dean's to make sure students that come here have classes and that we are not expanding the classroom size. Student Trustee VanDiel asked if we're anticipating growth year over year, what the housing situation looks like. Overall the biggest impact will be to the dining area. A decision was made to increase the radius of the live on campus housing requirement. Student perception at other universities is that UNC requires live on campus and other universities do not. However, UNC advocates living on campus. The biggest competitor to UNC is CSU and we have expanded the recruiting effort into the Fort Collins school districts stressing that it is no longer a requirement to live on campus at UNC. The University is monitoring the housing situation and is prepared for at least an 8% (comfortable) increase over capacity in residence halls. Anything over 8% we will use our second strategy leveraging off campus housing. February is when UNC begins the return sign-up campaign for students that live in residence halls to secure a spot. There are ~1000 applications during that timeframe. The commitment is to house freshman and make recommendations for alternate housing (e.g. Arlington Park). Our ratios are kept in check. With students commuting from further, the University is looking at providing additional services.

Withdrawals are being studied and who is leaving UNC. Campus wide numbers of students leaving UNC by this time last year were down by 13%. They have a team looking at ways to keep students. Trustee LaNier asked for additional information on why students were leaving? Many left due to significant financial reasons and UNC cannot do anything about some of this. The students meet with Financial Aid to determine if there is anything the University can do to assist, in an effort to keep the students in school. It also might be tied to a change in the parents expected family contribution and a difference in receiving money. Others are illnesses and sicknesses that cannot be overcome or in their families there have been significant issues. Some feel that they are failing and they are referred to an academic advisor to help them find a way to get back on track with coaching and mentoring.

Trustee LeDoux would like hear and see more information on retention plans, safety nets, student mentors or anything else that can be done to help these students be successful. There are unnecessary withdrawals at the university, due to the student feeling that there is not anything in their control.

UNC is on top of retention plans and student success (e.g. recruitment, financial aid, academic advising) co-curricular experiences play a big part in student retention. Chairman Monfort commented that the hardest retention group is freshman and there was a much larger freshman class, so UNC is doing a great job. Beyond the financial issues being seen, there are ~473 students that the University can make a life changing effort on. Provost Harraf committed to providing an update in a future meeting on the universities retention plans for the Board. This goes beyond enrollment management, which will outline the

scope of the activities they have in place. This should include an update from the Student Senate on what they are doing to help the University with retention. Provost Harraf commented that the state of Colorado's degree completion from a 4-year college is 40%. The national norm benchmark is 70% retention for freshman and sophomores. Last year UNC hit 70.5%, so they look at the best practices, national numbers which sets a competitive posture on how we are doing with respect to comparable institutions. UNC's goal is to outperform the expected, which is 80%. The Board acknowledged that the organization is doing a great job! Fall to Spring retention we are losing less students and more students are coming back in the Spring. We are seeing 2% attrition. A Veterans Services Coordinator has just been hired and is developing an advisory board made up of faculty, staff, students and community members. The Board expressed interest in a further attrition breakdown of students of color.

Enrollment update for Graduates, by Robbyn Wacker. The Grad school reports differently on applications. They report on fiscal year and count summer, fall and spring; then repeat. They are pleased with the trends that they are seeing, total applications are up 22% (almost 500) and they are not finished with Spring yet. They are very excited about the trend; primarily the growth is in the master's applications/programs. A smaller incline in doctoral applications, minority populations are up and non-resident applications are up by 17%. They have seen new graduate students for Fall of '09 which was up 25%; they predicted a 6% increase and are pleased with the numbers. Spring year over year Master's headcount is up 13% (155 students). Doctoral headcount is flat, but trending in the right direction. Continuing graduate students who are enrolled in the fall and are continuing in the spring, year over year comparisons are up 9%. Minority and international student enrollment is up as well. Total graduate credit hours are up 3.8% (540 credit hours) from last year. They are developing initiatives to increase applications, applications to admit, admit to enroll at the graduate level, they think holistically and are thinking about on campus students as well as off campus students that are enrolling at Centerra, Lowry and Colorado Springs; as well as online graduate students. Dr. Wacker and Dr. Patricia Book the AVP of continuing education and academic outreach unit are working on recruiting and there are some programs that are WICHE eligible. California is a state that they have seen increased application and enrollments from. In February, there will be a Graduate Education Day, targeted at on campus undergraduate students about coming to UNC for their graduate degree; also targeting McNair scholars, under represented populations and international students. Graduate students are coming to UNC for a particular degree program, so they are working with the faculty, schools and departments on how they communicate differently with a master's student. They are working on a direct marketing approach by program, website revisions (one place online for application information, deadlines, financial aid, and how the process works). In addition, they are taking an institutional perspective that drives targeted graduate growth in the programs mentioned previously and where they can grow without much additional cost in instruction. These things are making the difference including grants and assistantships.

Faculty Senate Report – Steven Luttmann, Chair

The senate passed an officer's workload compensation policy which went into the University Regulations. There is a task force commissioned to re-write the sexual harassment policy

and it is nearly done. They hope to have a copy available for the March 12 meeting. The policy is not clear and ethical responsibility can be clarified further. In addition, there is an academic appeal, related to a dismissal from a graduate program. They will work with the Student Senate and the Graduate Student Association. The policy will be re-written with better clarity and procedural usability. There has been discussion regarding syllabuses, the senate passed a resolution to include current disability statements on their syllabuses (which is not mandatory). The policy is unclear as to which items on course syllabuses are required by law or the accreditation agencies. A well understood way to propagate this information to the faculty is forthcoming. The issue of course evaluations has come up and University wide standards disappeared a few years ago. The lack of a coordinated University wide practice has severely negative implications when it comes to review by accreditation agencies. They plan to integrate those responses into the annual evaluation process. They are interested in faculty input. Student Trustee VanDiel made comment to the Board that it is imperative that the Board reviews and signs off on a new appeals process before the next school year. The appeals process related to a dismissal from a program is 2 years old. The current policy does not draw a strong demarcation between what constitutes an academic appeal if you're dismissed from a program and what goes to a disciplinary hearing. This needs to be defined more clearly than it is now. Trustee LaNier asked about the policy and as a Board they need to understand what it states regarding a relationship between faculty and students. The Board needs to feel comfortable with the outcome. Secretary Lambden commented that the revised policy is intended to be more user friendly and that the committee is doing a great job and that the committee is diverse across the university (14 people). They are aware that many of the issues are very sensitive and they can become very complicated.

Student Senate Report - Justin Puckett

- 1) The plus/minus grading system change discussions are being set up with Student Trustee VanDriel and APC members. Primary approach is that an A+, A-, or A is equal to a 4.0 on the GPA.
- 2) Every UNC student has a Bearmail and they are trying to create a Student Senate homepage for quick polling, surveying and blogs. They are working with IT. They would use this new system to incorporate information on what the student body is thinking about.
- 3) The Senate is working on building a stronger relationship between leaders on campus and the Student Senate, by hosting a leadership conference. They are also focusing on how they can get students that displayed leadership in high school involved in the collegiate aspect as well.
- 4) They have recently created a student center radio show, which is on every Sunday at 7pm. On the show they talk about what the student government is doing, along with a UNC Student Senate trivia game show. The purpose is to engage the students in a less formal atmosphere. URL is www.unco.edu/unccradio with an hour segment.
- 5) They are working on cutting expenses from the Student Senate's budget, and give those funds back to the students with conference grants, club funding, providing a better return on investment. In addition, they have just overhauled their club funding process. Director Vaughn changed the process so that every club can apply for one event per month. They present their event at a student team meeting; evaluate how it will benefit

the campus and providing the clubs with forms so that they can report on how the event that was funded did.

- 6) The re-branding of their name from SRC to Student Senate has been great and feels like it has a bigger outreach.

He also commented on the active Administration participation/engagement with the Student Senate. President Norton attended a strategic planning session with the Student Senate; it was very exciting that she took time to attend. They also enjoyed being a part of the branding campaign launch and seeing what was being present to the student population. A Special thanks to the Provost and Dean Cardenas for their support.

PASC Report – Cathy Puckett

One of their goals this year was community service and giving back on behalf of UNC to the Greeley community. February 4, they will be providing food and serving to the Guadalupe Center. In addition, over Christmas participated in the Operation Shoebox Program. They collected items for military families to be sent overseas (UNC's went to Iraq and Afghanistan). There is PASC employee recognition event on Monday, April 12, 3:30-5:00pm, in the Panorama room. This will be an afternoon reception this year and all of the Trustees are invited to attend. PASC will be hosting and providing all the food, there is no charge to the recipients. There are 35 people receiving service awards; as well as employee of the year nominations and ultimate winner. PASC stands for Professional Administrative Staff Council, representing 272-300 staff members (who are not faculty and are not part of the state classified system).

SPEEC Report - David Cox

SPEEC is the State Personnel Employees Executive Council. There are four initiatives they are focusing on for the year.

- 1) Communication - They have tried to identify what the issues are at UNC, timing and content. They would like to introduce information that suggests improvements in those areas.
- 2) Structural connection – With a dynamic campus and doing things so fast, we are not exactly sure that we are tying everything together in the best or complete ways.
- 3) PERA – The program is very complex to comprehend and what the future changes we will see.
- 4) Employee recognition and community service - Their banquet is February 22, with a Las Vegas theme. They have invited key administration to help celebrate with the employees. As far as community service, they are also involved in the Guadalupe Center on a monthly basis serving meals. They are working on collecting materials to help them build up their supplies. They work on additional projects throughout the year (e.g. Santa Cops, RSVP projects, Special Olympics, etc) and in addition support 20+ committees that they serve on throughout the campus.

8. BOARD ACTION ITEMS:

Resolution recognizing and honoring Trustee Gil Carbajal – Ron Lambden, Secretary
Trustee Carbajal was not in attendance, Ron will deliver the resolution to him after Board signatures are obtained. Resolution read by Chairman Monfort. Trustee LaNier moved to approve the resolution. Trustee Chavez seconded the motion. Motion passed unanimously.

Master Enterprise Bond Resolution – Randy Haack, Senior Vice President

Provided background on two resolutions. In the fall they were looking for a way to finance Butler-Hancock. Butler-Hancock was a \$14M project to renovate that facility. UNC received \$3M through state appropriation and \$11M funded by the way of certificates of participation (COP) bonds that the state pays back. During the downturn we lost the \$3M, so they have been looking for a way to finance that \$3M and determine if UNC could take advantage of the Build America Bonds (federal stimulus package). What they found is that in financing \$3M there might be more that can be done by refinancing some portion of our four issuances that we have right now. UNC is continuing to look at this. The two resolutions being presented are 1) Master Resolution, which will bring our way of doing business up to date with state laws and be more efficient in the way we handle bonds. 2) Should the market come back, we will be able to move more quickly working through the Chairman and the Pricing Committee (which is the Finance and Audit Committee) to get to market in a timely manner.

Fred Marienthal with Kutak Rock discussed the Master Resolution and various legislative issuances. In 2008 there was a piece of legislation enacted which permits the governing boards to go to the state treasurer and have their rating pushed up to the states level. By opting into this legislation UNC will be rated a AA- which in today's market is very important. The application of the bond proceeds being discussed are financing the \$3M. The most likely candidate for an advanced refunding would be the Series 2001 bonds. UNC is waiting to see if the market will come back to a position where we can issue bonds at a low rate and reinvest them through the call date of October 2011. The Master Resolution sets forth a way to issue bonds. Currently UNC has \$136M bonds outstanding which were issued over time to finance auxiliary facilities on the campus (dormitories, student union renovations, residence halls, University Center, recreation center, dining halls). It is a good time to close off the lien on those prior obligations. Part of that pledge will be the permitted 10% of tuition revenues, any revenues from a facility construction fee (Build America Bonds and Federal direct payments from the government); as well as any other special fees that can be imposed or collected related to facilities. Kutak Rock has done this type of transaction for 5-6 other governing boards. They have closed off their prior lien, put them in this master resolution and then supplemental resolution format; it has been working very well. The Master Resolution will create a series of funds and accounts similar to hold monies and capture funds. If the market improves there could be a series of 2010 accounts for purposes of the transactions that we hope to accomplish.

If they do the \$3M new money as part of the transaction, the ARRA had a series of provisions that permit governmental entities such as UNC to issue a new flavor of taxable

obligation. Instead of issuing a tax exempt bond, you would issue \$3M of taxable obligations. The program ends on December 31, 2010. However, there is a bill that might extend this. Prior to December 31, if the bonds are issued under \$30M the bonds will be bank qualified, which opens the market further for the types of entities that can purchase these securities. The Master resolution once open will stay open and available to borrow against those revenues until UNC stops issuing bonds, they are paid off, or take an action to deliberately close them. UNC will be managing debt capacity to what rating we want the university to have to access the markets at the lowest cost. The industry has moved toward a rating on debt service coverage. Trustee Gast moved to approve both the Master and First Supplemental Bond Resolutions. Trustee Chavez seconded the motion. Motion passed unanimously.

Proposal to Add Doctor in Nursing Practice program– Abe Harraf, Provost & Senior Vice President

The nursing program and School of Nursing is one of the centers of excellence for UNC, as well as a point of pride. Over the years we have graduated over 4000 nurses. This is a dynamic field, with a lot of regulations related to accreditation, demand and market changes. The faculty and Dr. Wacker have been working on a proposal to position us to be at the forefront of nursing education, especially in the clinical area. There is no institution in Northern Colorado that has a doctorate of nursing practitioners. The accreditation demand is moving toward a doctoral qualified individual in the profession. They are not discarding the PhD program and there will be a bridge program curriculum.

Provost Harraf asked Dr. Kathy LaSala to discuss the family nurse practitioner program. At the national level they began looking at advanced practice and decided that in order to stay with the current market, graduates need to come away with the clinical skills and background go into practice. Graduates did not clearly understand the health care system, dealing with the organization, health care policy, movement to using evidence based practice, etc. As of 2015 AACN will no longer accredit masters level nurse practitioner programs. They will not retroactively accredit students that graduate from a program that's not accredited at the time of graduation. Trustee Chavez moved to approve proposal to add Doctor of Nursing Practice program. Trustee LaNier seconded the motion. Motion passed unanimously.

Personnel Information/Action Items – Abe Harraf, Provost & Senior Vice President

Provost Harraf highlighted information on new hires, separations, retirements. Trustee LaNier moved to approve the Personnel Information/Action Items. Trustee Gast seconded the motion. Motion passed unanimously.

Trustee LeDoux asked about how many professors, instructors and other staff that teach the students were people of color? She would like to see the breakdown and how UNC is doing on retention and recruitment of our faculty members and people working directly with the students. Provost Harraf agreed to provide this detail at the next meeting.

Room Naming Proposal – Abe Harraf, Provost & Senior Vice President

Proposed agreement between an individual donor Lydia Rulle and the University, with a 10 year commitment to name a room in the Guggenheim building to be the Lydia Rulle Room of Women's Art. Contingent on upon the continuation of the annual pledge not to exceed 10 years. Trustee Chavez moved to approve the Room Naming Proposal. Trustee LaNier seconded the motion. Motion approved unanimously.

EXECUTIVE SESSION

Trustee LeDoux motioned to move into Executive Session. Trustee LaNier seconded the motion.


PUBLIC COMMENTS

None.

ADJOURNMENT

The Trustees exited the executive session. Chairman Monfort adjourned the regular meeting of the UNC Board of Trustees at 12:45 p.m.

Respectfully submitted by:

A handwritten signature in cursive script, reading "Victoria Niccum".

Victoria Niccum
Recording Secretary