



**MINUTES  
BOARD OF TRUSTEES' MEETING  
February 11, 2011  
Panorama Room, University Center**

The meeting of the University Of Northern Colorado Board Of Trustees was held Friday, February 11, 2011 at 8:40 a.m. in the Panorama Room, on the University of Northern Colorado Campus.

Those present included:

Trustees: Dick Gast, Jerry Morgensen, Carlotta LaNier, Darlene LeDoux, Dee St. Cyr, Jim Chavez, Vish Iyer, Michael Johnston

Officers and Administrators: President Kay Norton, Vice President and General Counsel Dan Satriana, Provost Abe Harraf, Senior Vice President Michelle Quinn, Vice President for University Relations Chuck Leonhardt, Vice President for Development Vicki Gorrell

UNC staff/ faculty/students:

Tobias Guzmán, Michael Stadler, Lee Ann Sappington, Matt VanDriel, Recording Secretary Vicki Niccum

**ACTION ITEMS:**

**1. Approval of Agenda**

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

**2. Approval of Minutes**

Trustee St. Cyr moved to accept the minutes of the December 10, 2010 meeting as presented. Trustee LeDoux seconded the motion. Motion carried unanimously.

**3. Board Planning Calendar**

VP Satriana discussed moving the May 6, 2011 Board meeting to May 13, 2011. This change would also be extended to all future May meetings so that they are no longer tied to Commencement activities. The VP will follow up with the Board via email to see if this is agreeable.

**4. Board Chairman's Report**

None

## 5. Trustee Remarks

None

## 6. President's Report

UNC legislation to re-stagger the appointment terms of Board of Trustees members passed the House (64-0) beginning with the Governor's 2012 appointments.

The relationship between DHE/CCHE has so far been positive. Joe Garcia has been appointed by the Governor. Joe understands higher education and we see this as an opportunity for positive future transformation. There has been a lot of discussion about CCHE as a regulatory agency or advocate for higher education.

We have been pursuing discussions regarding collaborative partnerships with other institutions (e.g. Metro) and are encouraged by these conversations. A task force was formed to look at these partnerships in an effective and efficient way.

Across campus we are working on a clear understanding of our priorities, the institution and our mission. We have identified and are focusing on seven priorities.

- 1) Analyze the potential sustainable cost savings, looking at specific suggestions, as well as shared responsibility.
- 2) Review cross campus non-teaching positions through a temporary hiring freeze. Trustee Gast asked if this means that if someone leaves they will not be replaced for the balance of the fiscal year. President Norton responded that replacements and functions need to be scrutinized and the freeze is for the remainder of this fiscal year. Trustee LeDoux asked if we are looking at this throughout the organization and by rank. President Norton emphasized that yes everything is being looked at and scrutinized. The exception to the freeze is for positions under \$25,000 due to higher turnover in some of those positions.
- 3) Critically assess staffing levels and make permanent sustainable changes
- 4) Take a time out on technology expenditures. In addition we will evaluate our capitalized projects and renovations which have not yet been reviewed through a centralized process. This includes our small capitalized expenditures.
- 5) Critically accessing all travel expenditures. We are asking staff and faculty to think multiple times before traveling; with the exception of scholarships. Travel will be tied to those areas that are revenue generating or related to development activities. Trustee Morgensen asked for clarification on who makes that final decision? The President stated that there is an approval process in place, but rules will be tightened up.
- 6) Continue to refine the budget process, which is connected to our priorities. We plan to refine how we allocate our resources and ensure that those judgments are made fairly.
- 7) Focus all fundraising to link to our University priorities. Trustee St. Cyr asked how many employees attended the President's address and what was the feedback? There were ~200 employees in attendance. In addition, there will be follow up

sessions with the Deans and AVP's also asking for their feedback and recommendations.

In addition we want to sustain UNC's ability to give students the opportunity to have a transformative education at a research university. Included in that are specialized research activities, liberal arts programs and access, as well as support programs for our underserved students. We want to cultivate academic programs with high quality and the potential to exemplify teaching, beginning with the areas that we excel; education, business, performing arts and health sciences.

Vice Chairman Chavez asked for more information on the Metro and Mesa name changes. What is our reaction to this? President Norton responded that nothing has been introduced to date. Metro has a formal process, there are open meetings and these types of changes require legislative action for both Metro and Mesa. The primary issue is tied to the markets these institutions serve and their mission. As mentioned earlier a small task force met with Steve Jordan (Metro) and we are looking at partnerships with them, however they are not interested in an expansion of their mission. Trustee LaNier asked about the task force on the collaboration. The President's response was that it is a small internal working group, coordinated by the Director of External Relations, Dan Weaver. They identified four areas for collaboration, focusing on undergraduate programs at Metro that might transition to graduate programs at UNC.

## **7. INFORMATION ITEMS**

### **2010 Annual Financial Report (Quinn) (Tab B)**

Highlights from independent auditor Anderson & Whitney.

- 1) What does our state support look like? In 2010 state stabilizations fund over half of our funding which is from the Federal level. Our total funding last year was \$44.1 million and in 2011 this was reduced by \$3.5 million, so we are now at \$40.6 million. We are anticipating a further reduction of at least \$6 million.
- 2) Cash balances remain consistent. As of June 30, 2010 our reserves were at \$16.8 million and as of December 31, 2010 were \$22.2 million. The largest piece of this is \$13 million in our CLIFF reserve. The next largest is our capital and \$800K in our mandatory reserve (which is required by our bond company). The remaining \$1.1 million consists of the risk management funds.
- 3) UNC debt. The bonds that the university issued in 2001 can be called upon in June, 2011. SVP Quinn has confirmed that they are under a continued call and it is possible to call them after the call date. Our bonds as of the end of 2010 total \$136.7 million. We also have capital lease obligations; we do not do a lot of long term financing of projects and this represents two major projects 1) telephone system and 2) extensive retrofitting.

Arlington Park update. The Arlington Park Housing LLC is a separate legal entity that was established in 2001 (and is the owner of the student housing project). Arlington Park bonds are callable in June, 2011. The University guaranteed the initial making of the debt. The

long term liability of the bonds that are being carried by the Housing LLC total \$23 million. We want to determine if there would be any advantage to bringing this debt onto the Universities balance sheet and assume that if the university is responsible for the debt, there may be a better interest rate or financial savings.

We are working on a better set of ratios for the Board to look at. These ratios are complicated and it is difficult to show a quick snapshot of the financial health of the university. We will come back to the Board with something that provides a more granular picture of how we are doing. Trustee Gast asked if we were to take on the Arlington Park debt, would we also be taking on their assets. SVP Quinn responded that there will be a meeting next week with our bond counsel and we will be discussing ways that we might be able to address this. Student Trustee Johnston asked if there is a way that this information can be more accessible. Perhaps this information can be presented in a more user friendly way to show and share with the students. SVP Quinn will meet with Michael Johnston and Matt VanDriel to determine how to best convey this type of information.

**Census Date Enrollment and Revenue Update** (Quinn, Guzmán, Wacker) **(Tab C)**

SVP Quinn shared an overview of our enrollment, revenue generating and cash flow cycles. We have mentioned that our low point in our cash balance is in August, due to the end of summer and right before students come back to campus. Our enrollment cycle and revenue generating cycles track very closely to cash flow cycles.

Key Dates. In October we provided information on fall census data; in addition we will be sharing what our spring census (Jan. 25) enrollment looks like at this point and how it affects our revenue forecasts. Last spring we shared early indicators for our enrollment for the fiscal year, campus visits, housing contracts, applications, etc. August 23<sup>rd</sup> is the opening day for fall semester (an important date for us) and we report our enrollment publicly. The fall census date was September 4<sup>th</sup> and is the official measurement date for most external reporting (DHE, IPEDs, etc). Our fall enrollment and final headcount was 13,030. Of our 13,030 students; 87% were on campus, the remainder were off campus extended studies and online programs. In our populations 80% of our students are undergraduate and 20% graduate; 87% are resident and 13% are non-resident which are also important indicators for us. Trustee Gast asked about off campus cash? SVP Quinn clarified that this is really more about terminology that is being used when reporting to the state on cash funded by the students. President Norton commented that the source of funding and state funded programs were highly regulated. SVP Quinn also shared that for spring enrollment 2010, we had 11,700 students compared to last fall where we had 12,700 students. Spring is always a smaller semester than fall (90-95%). From our census date at the end of January to end of spring semester there is growth, which is in the off campus cash area. In the spring of 2011 our headcount was 11,583 students, which is up 2.4% in headcount. Then you compare credit hours, which we are up 2.1%. Our headcount is up more than credit hours, which means that on average our students taking slightly fewer credit hours than at this time last year. Faculty Trustee Iyer asked if this had anything to do with the cost of credit hours. SVP Quinn responded no, that more likely it may be an impact of the economy and of students working more hours. We have a three credit window which is to the student's advantage to take more credit hours.

Forecast. Our original budget for tuition was \$78.9 million; we are now forecasting \$79.3million. The biggest unknown is summer ~10% of our revenue. We believe we will be close to budget. Trustee Gast asked about the budget on our expense side? SVP Quinn believes we will be within budget; however we need to continue to refine our forecasting and precision. In addition, the hiring freeze will also have an impact on our personnel expenditures. There will be a forecast update in April to the Finance & Audit committee.

**Undergraduate Enrollment Update Tobias Guzmán.**

Our 2010 Fall Final total enrollment was 13,030 students, which is up 2.5% from 2009. Ratio reporting across the nation has now changed and we find that there can be a duplicated count based on multi-ethnic reporting. Previously the categories for multi-racial areas of students made tracking difficult to measure. The ability to now check multiple areas provides an opportunity to track this. Therefore we will see our numbers shifting as students begin to identify themselves with these categories and in time hope to have point-in-time comparisons. We are currently collecting this information from incoming freshman.

Admissions. We are reaching out to more students and find that more of our applicants are shopping for their educations. We are focusing on the incomplete applications and how we can positively help the student's decision to come to UNC. We have changed our incoming housing policies to accommodate students who chose to live at home and commute; and we are working on creating a sense of place for applicants. In 2010 our minority applications were at 1,959 and this year we are at 2,285. The number of students that we admitted was 934 and this year we are at 1,120. Trustee Gast asked if we have any benchmarks that measure percentages for the State of Colorado or Northern Colorado which represent the graduation and retention rates compared to other institutions. AVP Guzmán responded yes we do look at the State of Colorado, graduation rates, as well as the retention rates compared to the other institutions and at the national level. Trustee LaNier asked the staff to continue to fight for our student retention; there should be information learned from this data and we should think outside of the box and continue to develop solutions to help drive those numbers up.

There are efforts underway to bring more attention to prospective student attendance at UNC. AVP Guzmán recently attended an event for the Colorado Beautillion (Anita Fleming-Rife is on this Board). The event included 32 African American males aspiring to go to college. Prior to leaving the event there were a number of these young men who have become interested in going to UNC. We are also looking at and participating in many non-traditional types of events e.g. the Financial Aid Symposium, webinars, elementary and middle school outreach programs to work with elementary age students and incorporating banks (e.g. Wells Fargo) in those discussions. We are engaging students, parents and families earlier on how to plan for your child's college education.

What have we learned so far from data collected and our reactive decision making? We need data that informs and allows us to get to more competitive strategies. There has been a decline in financial aid (200-300 student aid) from the state. We are asking survey

questions regarding academic quality, preferred majors and are competing for better prepared students. Institutional financial aid does relate to enrollment and we find that 43% of our undergraduate population is first generation (11.5%).

### **Graduate Enrollment Update Robbyn Wacker.**

Our graduate numbers look good. For the Summer 2010-Spring 2011 year-to-date we have received a total of 2,549 graduate applications. Our masters, doctoral and minority applications are up as well. Spring enrollment is currently in flux; our current graduate student enrollment is 2,175, which is 19% of the overall UNC student population. Graduate credit hours across all programs are up as well at 5%.

The diversity of our international students from the spring census shows that our numbers are increasing. Minority student enrollment point-in-time measurements are changing and our minority population for the graduate population is at 12%.

For Graduate recruiting we are focusing on:

- 1) raising awareness about UNC through the Graduate Viewbook
- 2) marketing efforts customized by program through recruiting activities (WICHE states, graduate recruiting fairs and professional conferences)
- 3) international students, Facebook sites, mailings to international alumni, translating print materials and recruiting fairs in China, Turkey and Thailand

### **FACULTY SENATE REPORT – Steven Luttmann (delivered by Vish Iyer)**

Faculty Senate is working on policy changes and seeks to expand department and school based structures. Faculty Senate has recommended a new grade replacement policy. This will place limits on the number of courses that can be retaken for a better grade and the types of grades that can be replaced. The new policy leaves the decision of when to retake a course for a better grade to the student. The Senate has approved a resolution to encourage students to use their email accounts to communicate with Faculty. In addition, the Faculty will be discussing long term solutions to budget shortfalls.

### **STUDENT SENATE REPORT – Matt VanDriel**

The Student Senate is beginning elections. They are working on an appeals process with the Faculty Senate. Student Senate has reviewed the process for undergraduate grants to make it more academic in nature. In addition they are working on campus planning and fee issues.

### **PASC Report – LeeAnn Sappington**

PASC has been raising money for four book scholarships (\$100 ea) and have now awarded these scholarships. Nominations are underway for Employee of the Year. The annual banquet planning is under way and will recognize employee service. The Guadalupe Project happened and the Operation Shoebox planning is also underway. PASC hopes to have a bowling fundraiser in April. They are beginning the process for the election of officers for next year. There has been a lot of discussion regarding the President's remarks last week and how they can support these efforts. PASC continues to focus on professional

development initiatives. Trustee LeDoux thanked PASC for helping the University look at doing our work differently.

Trustee Chavez brought up the question of what the average cost of books was for a student. Trustee LaNier mentioned that there is also another system that student's can take advantage of that includes rental books for college students. It was agreed that books costing \$200-\$300 each is criminal. Faculty Trustee Iyer commented that books at the business college can cost ~\$750 and our bookstore is helping students by looking at online possibilities. Matt VanDriel is on a student task force that is also looking at the cost of books.

### **SPEEC Report - Michael Stadler**

The 48<sup>th</sup> Annual Banquet will be held April 11<sup>th</sup> and there will be a silent auction held. SPEEC is looking at constitutional changes on who they are, what they do and considering a new organization name that reflects this. The Council will look at how they do this and will submit information to President Norton for review. They hope to have this done in May. Classified staff is focusing on an Employee of the Term Award. SPEEC is also having discussions based on the President's speech last week.

## **8. BOARD ACTION ITEMS:**

### **Personnel Actions & Information (Harraf) (Tab D)**

VP Satriana told the Board that after review of our Bylaws the information shared in the Personnel Actions & Information updates will be streamlined as not all items require Board approval, but instead are information items only. Therefore, items located under Tab D (for today's meeting only) will not require approval by the Board.

### **Drainage Utility Easement (Satriana) (Tab E)**

The Board will need to vote on a transaction that gives away an interest in the drainage utility easement. We are giving this utility easement to the City of Greeley and they will maintain this drainage facility.

Trustee Gast moved to approve the drainage utility easement. Trustee LaNier seconded the motion. Motion carried unanimously.

### **M.A. Sports Coaching (SES) (Harraf) (Tab F)**

Provost Harraf explained to the Board that the degree is a M.S. degree not M.A. degree as presented in the action cover sheet. There are very few of these types of degree programs in Colorado or the nation. The Sports Coaching degree is designed to be an online program for practicing high school and college coaches. The program will meet needs across the state and we expect a return on this investment. Dr. David Stotlar and Professor Mark Smith presented information regarding the proposed new degree. They believe there are several advantages to offering this degree as well as an increase in enrollment. There are limited programs internationally and this program will cross all four of the sports coaching programs. Trustee Gast asked if this is this the first online offering of this type for the school? Yes, they hope to start this program in fall 2011. Trustee Morgensen asked the

faculty how many students they hope to recruit? The response was a goal of 15 and the program already has interest. This degree could reach practicing professionals as well. There is an opportunity to look at an extension of the athletics program in Alexandria, Egypt in the area of sports management.

Trustee LeDoux moved to approve the M.S. Sports Coaching degree. Trustee LaNier seconded the motion. Motion carried unanimously.

**M.A. Higher Ed & Student Affairs Leadership (HESAL) (Harraf) (Tab G)**

The Provost explained that this degree is a repackaged program. Information on the new degree was presented by Professors Flo Guido, Katrina Rodriguez and Matt Birnbaum. The program will be housed in the same department. For this degree they would like to increase the number of credit hours from 30 to 39. Trustee LeDoux asked how the increase in credits compares to similar programs. They responded that there are 42 credit hours in other programs and there is competition with the University Colorado Denver, Colorado State, DU and UCCS. Our program draw is Northern Colorado whereas CSU draws nationally.

Trustee Morgensen moved to approve the M.A. Higher Ed & Student Affairs Leadership degree. Trustee Gast seconded the motion. Motion carried unanimously.

**Faculty Senate Action #993 (Harraf) (Tab H)**

The Faculty Senate action is a policy change and is intended to align the document with the academic departments.

Trustee Gast moved to approve the Faculty Senate Action #993. Trustee Morgensen seconded the motion. Motion carried unanimously.

**Head Football Coach Employment Agreement (Satriana) (Tab I)**

VP Satriana told the Board that Bylaws require that multi-year contracts come before the Board for approval. During the media event President Norton had described Coach Collins as a personification of how a transformative experience at UNC can work. People believe that he is a great find and we are proud to have him at UNC. Trustee Gast asked if the coaching salaries come from or are subsidized by donor contribution/incentives and general funds. VP Satriana clarified that some parts of it will be subsidized from the general fund contributions and Jay Hinrichs will be working on setting benchmarks and hopefully Coach Collins achieves these benchmarks; then upon achievement Coach Collins will be able to receive those additional parts of the salary and they will be subsidized by donations.

Trustee LaNier moved to approve the Head Football Coach Employment Agreement. Trustee Gast seconded the motion. Motion carried unanimously.

**Colorado Senate Bill 11-126 (Vice-Chair Chavez) (Tab J)**

Colorado Senate Bill 11-126 is also known as the Colorado Asset bill which was discussed several years ago and at that time the Board of Trustees supported the bill. This is a similar bill that allows undocumented students to be classified as unsubsidized in-state students for

tuition purposes. The bill did not pass 2 years ago and there were several states (among the 11) that have not voted on the constitutionality. This bill goes to the Senate Education Committee next week. Trustee Chavez asked the Board for a resolution in support SB11-126. Trustee LeDoux and LaNier recommended that the Board support of the bill. Trustee LeDoux also commented that there are students in our schools who are undocumented and this is the right thing for the students and state.

VP Satriana will prepare the resolution prior to Feb 17 for the Board's signature.

Trustee Morgensen moved to approve the Colorado Senate Bill 11-126 resolution. Trustee Lanier seconded the motion. Motion carried unanimously.

### **EXECUTIVE SESSION**

The Board was excused for Executive Session.

Trustee Gast moved to excuse the Board for Executive Session. Trustee LaNier seconded the motion. Motion carried unanimously.

### **PUBLIC COMMENTS**

None

### **ADJOURNMENT**

Vice Chairman Chavez motioned to adjourn the regular meeting of the UNC Board of Trustees at 11:00 a.m.

Respectfully submitted by:

Vicki Niccum  
Recording Secretary