



MINUTES
BOARD OF TRUSTEES' MEETING
March 12, 2010
Panorama Room – University Center

The meeting of the University Of Northern Colorado Board Of Trustees was held Friday, March 12, 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, Jerry Morgensen, Darlene LeDoux, Dick Gast, Jim Chavez, Vish Iyer, Matt VanDriel

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

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

Special Guests: Gil Carbajal

ACTION ITEMS:

1. Approval of Agenda

Vice Chairman Morgensen 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 January 28, 2010 regular meeting as presented. Vice Chairman Morgensen seconded the motion. Motion carried unanimously.

3. Board Planning Calendar

There was some confusion on the next Board meeting date which is scheduled for May 7, not May 14. Actual dates reconfirmed and clarified.

4. Board Chairman's Report

None.

5. Trustee Remarks

None.

6. Communications

None.

Chairman Monfort made a presentation to past Trustee Gil Carbajal with a UNC Resolution in appreciation for his service to the Board and University.

7. President's Report

President Norton introduced Dr. Anita Fleming-Rife as the Special Assistant to the President for Equity & Diversity for UNC. Anita has been a visiting professor in Journalism and Africana Studies; holds two degrees from UNC and exemplifies what it means to be a UNC Graduate. She will help connect our diversity and community building efforts. This position is not meant to be enforcement or a compliance position and she will serve with the executive team, working part-time until the end of the semester. Initially this was created as a part-time position and Dr. Keiko Krahnke was appointed; she and the Equity & Diversity Council recommended this position be full-time. President Norton invited Dr Fleming-Rife to say a few words to the Board.

Dr. Fleming-Rife - came to UNC in the 1970's as a non-traditional student. She's had the opportunity to travel to Great Britain and study British broadcasting, which gave her a more global perspective for communications. Anita was recruited to both Southern Illinois University and Penn State. Southern Illinois had the 5th largest international student body in the country hosting varying nationalities and cultures. Anita has worked at the United Nations as a Project Manager for the Public Opinion Polling program. In addition, she was able to travel to Somalia as a Public Information Officer. Her dissertation came out of her experiences in Somalia and how cultures are interconnected. She has made it a point to become involved in our community, educating her students on the lives of migrant workers and tutoring Somali students. She plans to enhance our sense of community and give back to the university through her strengths in working with diverse groups.

President's Report (continued)

In the near future the Board will be considering a draft budget in May and final budget in June. One quarter of our operating budget comes from state and stimulus funding dollars. In FY10 (this year) there are two public sources. We will receive \$21 million from the state of Colorado and \$23 million in federal stimulus money, for a total of \$44 million. This gives us a sense of the potential cliff in 2011-12 when all of the federal money goes away. Next year in FY10-11 we know that the \$23 million in federal stimulus will decrease by \$3.5

million. The state will allow a 9% tuition increase for in-state undergraduates, which is a hard cap and student's will pay no more than 9% for the same program next year. We continue to invest energy in what we can control and by building a cliff reserve, we are reducing expenditures, controlling costs, generating new revenue and using one-time funds. We have established a target for the cliff reserve, which is based upon our estimate of state support of \$14 million, from the \$44 million base. For FY11 the reserve has a target of \$7.6 million. We are improving our ability to predict enrollment, which improves our revenue projections and are also engaging in the marketing campaign, continuing with the implementation of University College, focusing on retention and success of students once they are recruited. We are developing relationships with community colleges to enhance our transfer student population and success. The budget work for FY10-11 is a foundation for a multi-year financial plan.

The President conducted 13 strategy sessions during the first semester with various groups that were already working on planning and process improvements. There is consistent agreement that we need to continue to serve students and build academic programs that fulfill our mission in ways that are sustainable (including fiscally sustainable) and develop a research focus to engage faculty, students and the community. We want to create a community on campus and beyond. These are the three pillars of our focus. There are a lot of talented people across the university that are working on specific plans for how we will move forward in the future and take control of our own fate. Being clear about our institutional priorities will help us make good decisions and empower people throughout the university to think ahead.

Trustee Gast had cliff reserve questions and wanted to know if our cliff estimate is enough? There is a \$14 million reserve we are targeting and the federal money we are losing is \$23 million, so there is a \$9 million spread. Will this be made up of other cost cutting measures, or is there a plan in place to close this gap? President Norton responded that the best guess we have is that we won't lose the entire \$23 million. The anticipated cuts amount to this, but the state will restore some of this funding. We don't believe that it will restore the funding all the way to 2005-2006 level for UNC. However, we believe the gap to be approximately \$14M and the university will continue to monitor this. Chairman Monfort commented that the state in FY10-11 has to increase their funding, but they will not be able to maintain this level. Higher Ed Funding cuts are at 60%.

Trustee LeDoux asked for clarification on the increase in tuition at UNC and the percent of increase next school year. President Norton responded with a proposed 9% (once the trustees vote to accept the increase and recommendation). Most institutions will be recommending increases e.g. Aims 9%, CU 9%, CSU 9%, CSU Pueblo 7%, so most universities will be at 9%. These schools also know that they have to build up reserves. The belief is that a 9% increase is a prudent.

Trustee VanDriel asked if there will there be anything to vote on in November related to additional revenue and President Norton responded that there is nothing on the horizon. There is no prospect for people in Colorado to vote for taxing themselves for higher education. No easy answer, so we have to take care of ourselves.

8. INFORMATION ITEMS

UNC Relations – Chuck Leonhardt, Vice President of University Relations

Gave an update on the comprehensive approach to how we market UNC, raise the profile and build the identity of the university. We are looking at systematic approaches of how we do things in every aspect of our University Relations activities (marketing, web development, public relations, media coverage, etc) that we have control over. University Relations has begun tracking key measurements and we now have six months of data that has been collected (see handout). When looking at Public Relations activities and Media coverage (from July-December) there have been 649 messages that are unpaid media and printed. Currently 50% of our university messages are stories about students, faculty and staff, programs, events, grants and awards. There are 27% that are unpaid are related to Athletics, 14% Alumni and Friends and 7% higher education. The tone of messaging overall is positive or neutral, a great indicator that the media coverage we get is not all negative (negative messages are at 12%). Most of these stories are happening through the newspapers, which is one of our primary targets. Media outreach is a snapshot of the 649 messages and where we have had influence and actively promoted 289 messages. We want high priority messaging.

Trademark licensing/UNC Branding. We have a representative Collegiate Licensing Company (CLC), who has 70% of the market with other universities and colleges around the nation. We charge a royalty rate of 8.5% of the wholesale cost of merchandise produced that has our logo. The licensee has to pay through CLC, who manages our contracts with them, then a portion of that revenue comes back to the university and we apply 100% of the royalty revenue back to student scholarships (50% to Athletics and 50% to international students). We are seeing an increase in demand for UNC apparel this past year and we have 106 licensees. About 50% of our royalties come from apparel (Campion, Jansport, League, Russell, and Gear). In addition, non apparel items which are largely through commencement, invitations, commencement rings, etc are at 25%. We have 27 retailers our largest three are Barnes and Noble, JC Penney, and Kohl's.

Traffic through our brand re-development website has had almost 5000 unique visits to the media page or "Life" page. On this page they are looking at photos, wallpaper, viewbook and brochure. We are working on a home page redesign which will happen throughout the summer. We are also working on new designs for admissions, grad school, extended studies and colleges of MCB, NHS, and EBS. University Relations are creating web templates for consistency, a new calendar, and a tour so that prospective students can see what UNC looks like. The team is working to develop more Facebook sites and get our social media out there; we are integrating all the messaging throughout the university which is huge process (2-year activity) and people are excited about it. Around campus there are posters and throughout the community there are UNC advertisements at community colleges and other university sites, post cards, web banners, etc. to help with recruitment throughout the summer. We are working on graduate materials and are invested marketing our grad school. We think this will pay huge dividends. There are also graphic identity

standards that have been developed, logos, color pallet, email signatures, power point templates which integrate the brand image consistently. Chairman Monfort complimented the team. Trustee LeDoux offered congratulations as well.

Undergraduate Enrollment Continuum Presentation – Abe Harraf, Sr. Vice President and Provost

The Provost Harraf started the update on continuum by reminding the Board that Trustee LeDoux asked previously what UNC is doing to retain students and set the context for the presentations. Undergraduate enrollment is a function of new students (freshman and transfer) however they look at all levels and attrition. The total enrollment is driven by these variables. Retention is tied to institutional fit, character of institutions, values, etc. There is a correlation between a high ACT, GPA, index, retention and selectivity. Students are known to leave for family situations, health issues which we can't control, or a parent loses their job and now the student can't afford to go to college. We're carefully looking at this admissions area and with 5-yr graduations we're not too far away from the national averages and profile. We are still working hard to push the retention to the higher level and we're looking at students that are academically prepared.

Tobias Guzmán, Assistant VP of Enrollment Management –We need to look at the factors that influence decisions for leaving. It costs \$500 to recruit a student and the cost is in the retention. One student over 4 years is \$34K in lost revenue which is the dollars perspective. We need to be mindful of who we recruit and what we can control. For example, customer service....if you have bad experience at King Soopers, you'll chose to go somewhere else e.g. Safeway. This is the same with the students. Remember that engaging in a personal service model, identifies at risk students and initiatives. We can target them, their issues, which allow us to set up initiatives in the future. What does it matter? It is institutional satisfaction and there is a high correlation. With those strong predictors we've established faculty members in the residence halls which are impacting 3400 students. The sense of connection is important to residential learning.

University College – Tom Smith, AVP for Undergraduate Students – The University college is in its' 8th month. When students arrive on campus it puts them right on track where they need to be from the moment they step on campus. With linked courses, it is the first step on social integration, mini cohorts and study groups which have morphed into friendships and other relationships. Students who do not declare a major at acceptance lag behind due to goal orientation. This population tends to fall between the cracks. We have professional advisors and last year the Provost set aside funds for this, so we are trying to enhance goal orientation and solve a problem. A technology solution we're using is an Academic Alert. The critical point happens by the 5th week of class and makes a decision on their success, by the time mid-terms occur the die is cast. We can produce a roster that captures 1st year students, bad work, etc. and by the 5th week there's intervention by the professor. Lastly, 2 units that are jewels in the crown at UNC are Trio funds from the U.S. Department of Education and they have a student support services grant. CHE has a 5 year grant cycle \$4.4M with an institutional match to serve 200 students. Students retained are at 86% versus an institutional rate of 60%. CHE will retain CHE students with a cumulative 4.0

grade point average. UNC has rated in the top 1% of successes. The McNair scholars receive a stipend and room & board allowance. The results are there for University College.

Raul Cardenas – AVP and Dean of Students. Their office is a little over a year old. Their charge is to engage every student on campus. What they do and why they do it are interrelated; their strategy is how to leverage each other. Our Student Advocacy Services make sure that the students succeed. Part of the charge they've been given is how to engage the whole campus, their involvement and engagement, the well being of our students and resources. They are talking to faculty about providing maximum support, student activities and career services. They are rethinking how they do things, reaching out and crossing faculty lines. Giving the students tools to help in the classroom.

Provost Harraf- concluding remarks. We are painting the landscape of our focus. We are not the only ones in charge of retention, it's from every office, faculty, staff, and administrators. We need to know where we're heading in 5-10 years so we can formulate a strategy. The biggest implicit cost is the support behind the process. It doesn't help to bring students in with a low cost model, without retention solutions. Students are coming from different cultures and it requires a different model for those successes. We can't have 95% retention, if our selectivity is ~22 for ACT. We have to change the profile of our support system and the numbers are going to grow. Our ratios are high and we need to bring those ratios down. Aims Community College and FRCC are working on how they can create a pipeline. With 3400 students on campus, at 10pm they want to do something and engage them on campus (entertainment, activities, academic support). We want to put more money on student initiatives. If we want to put more emphasis on programs then some programs should grow. This year we need to access the support functions, looking at each office and how they are discharging their mission and role. You can bring in 20% more students; however there is a cost in supporting those students. Trustee Gast commented that we have a pool of more qualified students that require less high maintenance for support. Where do we strike the balance? UNC is working on this. It is less expensive to support transfer students, because bulk of cost is supporting 1st and 2nd year students here. This spring transfer student enrollment is up 38%. If you go deeper into the less prepared students, you have to put more money into the support of those students on the back end. Tuition increases go back to supporting those students with less academic preparation. President Norton responded that we have a public mission that we treasure for Colorado residents. We will never seek to be an elite institution solely on financial pressures. We don't want to be an institution we don't want to be, not public ivy which is inconsistent with who we are. The composition of new programs might help us to meet new costs and we know what our high cost programs are. Trustee LeDoux thanked the team for spending the time and gathering data. She was pleased to see all of the work.

Michelle Quinn, Sr Vice President and CFO reminded the Board that April 29 is the next meeting of the Finance & Audit Committee. We are looking to have the full Board in attendance.

Tobias Guzmán, Assistant VP of Enrollment Management updated the Board on total campus visits which are up by 25.73%. The overall incomplete applications are changing to

a positive trend and admissions are up slightly. Students that were admitted in the fall last year were up, however housing is down. The student radius will no longer be an indicator for enrollments. There was a question last time on minority applications and admits. At the bottom of the slide you can see that in fall 2009 and 2010 freshman admits were up 4.3%, university headcount was up 3.9% and total graduates were up 3.7%. We are also tracking withdrawal rates and those leaving UNC (we had 200 students withdraw last year) due to a combination of various things not always within our control. We are really in the thick of the enrollment funnel and financial aid piece right now.

Randall Langston presented on financial aid strategies, strategic goals and objectives. He has spoken with a colleague at CSU and UNC is on the cutting edge. We think it's important to engage sustained performance and make strategic awards. We do not want to become an ivy private university. They are looking at the medium areas, medium high areas and overlaying retention numbers. Out of state tuition is not up, but the percentage is. Some out of state students feel like they are being cheated in the scholarship distribution.

Forecast is where we are today with a 9.9% increase. There is a complex formula that takes into consideration the number of students taken in from the high schools, it is an intense process to get to the simple overview. Institutions that stand out without strong residential programs are Colorado School of Mines and UC Denver and Metro utilize privatized student housing. Their rates are 4-17% higher than UNC. A student can go to Metro and doesn't have to live on campus. We are working on the perceived value of going to school here at UNC (mandatory fees, student activities, services, library fee and technology fees).

Robbyn Wacker, AVP for Research and Extended Studies – Our graduate numbers are tracking to our totals from last year and we will continue to monitor those numbers. Enrollment in spring for continuing students is up, minority students is up, non-resident is up and extended studies is up by 10%. The area of non-resident students could experience some additional growth. Initiatives are being undertaken both on and off campus (e.g. adult learners, extended studies and over the age of 25) which is the fastest growing population. They are looking at how to address the adult learners, customize student communications which helps them stay connected. This is being done in collaboration with University Relations, Viewbook and other technologies. If the application process is taking too long a pop-up asks if they need help. They are working to increase cohorts provided through the different programs, expanding programs (12 new graduate programs, 2 new undergraduate programs). In addition, they are targeting assistance ships and scholarships by leveraging both and are now looking into leveraging grants. The national data is 3 years old and there is more work to do to be more competitive nationwide. At the graduate level, they are being thoughtful as to the programs they're targeting and recruiting. The message is that master enrollment will be robust and the greatest increase. Doctoral education is not seeing as much growth and there is currently not as much hiring in Higher Ed (the cumulative growth is 16%) and state Graduate enrollment is heading in the right direction.

Michelle Quinn, Sr Vice President and CFO commented on building a bridge, enrollment, rates and discounting (scholarships and financial aid). We charge students an incremental rate, if the student is taking 16-17 credits they are paying for those additional credits. We encourage students to take advantage of free credits with financial incentives. Total students taking advantage is 74% of undergraduate. This is setting us up for more discussion at the April Finance & Audit meeting. Would encourage the full board to attend. There will be more discussion on financial aid and institutional impacts.

Foundation Transition update – Chuck Leonhardt, Vice President of University Relations

Foundation transition going well and will be completed on July 1, 2010. The President's office is in the middle of a search for the VP of Development and Alumni Relations.

Faculty Senate Report – Steven Luttmann, Chair

Today the task force on sexual harassment will meet and is working on clarification to policy documents. Elections for new senators concluded last week. Pipeline, academic policies, faculty welfare committee are working on the classification policy, and problems with academic appeals policy.

Student Senate Report - Justin Puckett

Student leadership council update. The Council is working on grading system reform, academic appeals, and quality of life act (which will be moved to the ballot for the student vote). UNC bike rentals, SFAP and review of the legislation are on the student ballot. There is a review of the mission of the student senate and why it's there. There are two events coming up. 1) Cleaning and restoring the 11th Avenue tunnel and turning it into a campus community service project. They would like to see this become repeatable tradition, building camaraderie. The date set is April 8th. 2) Speak Truth Not Ignorance will be held on March 30th as an educational forum on disabilities. VP Leonhardt mentioned that the Administration appreciates the work that the Student Senate has done on educational benefits and communications.

PASC Report – Cathy Puckett

PASC is reviewing the Employee of the Year candidates and there have been 13 nominations. The criteria used includes performance, service and community, professional and personal achievements. The (open) award event is scheduled for Monday, April 12. Also, nominations for council are happening now.

SPEEC Report - David Cox

Thank you to those who came to the SPEEC awards banquet, the employees appreciated it. There are concerns regarding legislature changes to retirement plans and payments from the employers and employees. These changes seem to be directed at classified employees. Future items for a future report.

9. BOARD ACTION ITEMS:

MA Degree in Accounting (Abe Harraf, Senior Vice President & Provost)

MA in Accounting is a program that the CCPA society requires for a CPA and Colorado doesn't have this. By taking the CPA exam you finish with 30 credits but don't get an additional degree. In the last few years states have moved to 150 hour requirement. CPA's must be licensed in the states where they are performing audits. Someone in the firm has to be licensed in those states. Mobility is a main reason for Colorado. Greg Anton is an active alum and meets with parents of students who want to go into accounting. UNC doesn't have a master's program for this field and sees the challenges our students currently face. Vice Chairman Morgensen moved to approve the MA Degree in Accounting. Trustee LeDoux seconded the motion. Motion carried unanimously.

Honorary Degree for Marie Greenwood (Abe Harraf, Senior Vice President & Provost)

Honorary degree – Marie Greenwood is 97 years old. Cultural Education is recommending that we honor her at the spring commencement ceremony. Trustee LeDoux moved to accept the Honorary Degree for Marie Greenwood. Trustee Gast seconded the motion. Motion carried unanimously.

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

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

PUBLIC COMMENTS

None.

ADJOURNMENT

Trustee Gast moved to adjourn the regular meeting of the UNC Board of Trustees at 11:50 a.m. Trustee LeDoux seconded the motion. Motion passed unanimously.

Respectfully submitted by:

Victoria Niccum
Recording Secretary