



MINUTES
BOARD OF TRUSTEES' MEETING
October 10, 2008
University Center – Panorama Room

Call to Order

The meeting of the University of Northern Colorado Board of Trustees was held Friday, October 10, 2008 at 8:40 a.m. in the Panorama Room at the University Center, on the University of Northern Colorado Campus.

Those present included:

Trustees	Dick Monfort, Gil Carbajal (by phone), Darlene LeDoux, Jim Chavez, Dick Gast, Vish Iyer, Bob Vincent
Officers and Administrators	President Kay Norton, Vice President and General Counsel Ron 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, Assistant Vice President Tom Smith, Assistant Vice President Tobias Guzmán, Assistant Vice President and Dean of the Graduate School Robbyn Wacker, Assistant Vice President Michelle Quinn, Director of Human Resources Marshall Parks, Recording Secretary Debra Fliethman
UNC staff/ faculty/students	Francie Murry, Lori Brachtenbach, Debra Kinzer, Charles Miles, Jay Hinrichs
Guests	Virgil Scott, President, UNC Foundation

ACTION ITEMS:

1. Approval of Agenda

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

2. Approval of Minutes

Trustee Gast moved to accept the minutes of the June 2, 2008 special meeting, the June 6, 2008 regular meeting, and the August 7, 2008 retreat as presented to the Board of Trustees. Trustee Chavez seconded the motion. Motion carried unanimously.

3. Board Planning Calendar

There were no changes to the calendar.

4. Board Chairman's Report

None

5. Trustee Remarks

None

6. President's Report

The Board was given a written update on the potential impact on higher education of ballot amendments 50 and 59, and Referendum O. In addition, President Norton submitted her Summer/Fall Points of Pride. More than four hundred people from the campus community and from the community at large attended the President's State of the University Address on September 23. The Equity and Diversity Council has been working a comprehensive diversity plan, as well as connecting efforts to build community and relationships on and off campus. UNC is collaborating on a joint venture with Aims Community College, CSU and Front Range Community College to more effectively and efficiently develop and train the region's workforce for today's global economy. President Norton recently attended an informational hearing at CCHE regarding budgets. A press conference to introduce the Education Innovation Institute was held in Denver September 24.

President Norton introduced UNC's new Vice President for University Relations, Chuck Leonhardt. Mr. Leonhardt told the Board that he is happy to be at UNC and that there is great potential for the university to make an impact in the community, state and world. His three main areas of focus are: 1) enhancing the image of the university, 2) working with the Foundation on the capital campaign and fundraising and 3) admissions marketing.

Chairman Monfort welcomed Mr. Leonhardt, as well as the new PASC, SPEEC and SRC representatives.

INFORMATION ITEMS:

Foundation Report – Virgil Scott, President

Virgil Scott's presentation included an overview of significant occurrences in the history of the UNC Foundation, as well as successes in fiscal year 2008. Total donations this year have increased 10%, from \$4.45 million to \$4.737 million. The alumni rate of participation, alumni giving, individual giving and planning giving expectations have all increased substantially. Mr. Scott reported on the "Transforming Lives" campaign currently underway at the Foundation. A goal of \$80 million has been established. There was discussion on the role of the Board of Trustees in the campaign and the status of the Foundation's investments.

Faculty Senate Report – Dr. Francie Murry

Several motions have been brought before the Faculty Senate, including one from the Academic Policies subcommittee requesting that the Provost's office review space allocation for classrooms. A survey was done with the assistance of the Provost's office regarding the timeframe for fall break. The results showed that most faculty members wanted the fall break to remain as it is. There has been some difficulty in filling committee and board positions, but several positions have now been appointed. The Faculty Evaluation of Administrators Committee has been re-established. Last year, Dr. Murry announced the Faculty Senate scholarship endowment and stated that an anonymous donor will match half of all donations to this fund. In addition, Professor Peercy challenged the faculty that he would match any \$500 donated by the end of September, which helped to push donations over \$12,000 as of October 1. Dr. Murry was pleased to be in attendance at the press conference in Denver for the announcement of the Institute for Teacher Education.

SRC Report – Charles Miles, SRC President

Since student involvement is important to retention, during the summer SRC focused on ways to get new freshmen involved in campus and community activities. SRC has been working on revising its bylaws. The funding package for clubs and organizations has been passed, work has been done on conference grants and the SRC has been involved in voter registration efforts. The Diversity Council is working on a fundraiser to benefit Somali immigrants.

PASC Report – Lori Brachtenbach

No report.

SPEEC Report

SPEEC is continuing to promote communication between staff and faculty, and to encourage their involvement in events as a campus unit. SPEEC is involved in fundraising for the three scholarships that the group sponsors. Trustee LeDoux thanked the employees for their dedication to the University and their efforts in the area of scholarship fundraising.

Athletics

At the request of Chairman Monfort, Athletic Director Jay Hinrichs reported on Athletics. Great things are happening and there has been a change in the atmosphere on campus, with students much more engaged. The athletes are nationally ranked in academics. There is a lot of excitement on campus due to homecoming week. There was a great crowd at the volleyball game this week, where UNC beat 12th-ranked CSU. He appreciates the cooperation of CSU, which has competed against UNC in almost every sport in the past year. UNC will play CSU in football in 2011.

Strategic Update

Education Mission

President Norton updated the Board on recent work being done to fulfill UNC's education mission, including the launch of the Education Innovation Institute. A press conference was held on September 24 to announce the Institute.

Student Recruitment

Assistant Vice President for Enrollment Management and Student Success Tobias Guzmán updated the Board on UNC's comprehensive approach to enrollment management, recruitment and retention. Efforts are continuing to process, re-engineer and enhance the service to students, for everything from how the admissions office operates to how financial aid is packaged. There are efforts to engage the community, enhance UNC's image and recruit more students.

Although a 5% decrease in student enrollment was projected for this past year, the overall decrease was only 2.2%. There was an increase of 1.5% in non-resident students; there was a 6% decrease in new first-time freshman, not including the 88 students who are in the dual enrollment program with Aims. New transfers have increased by 28.1%.

The strategic outreach efforts begun last year are continuing with the following activities:

- Denver Public School Initiative
 - Aggressive school visits
 - High schools presentations
 - Community college presentations
 - DPS middle school presentations
 - DPS Preview Day scheduled for October 28, 2008
- Become a Bear Nights scheduled for Denver, Greeley, Colorado Springs and Grand Junction

- Greeley District 6 Middle School Initiative
 - 16 on-campus visits
 - Exposing students to the academic and student life of UNC
- Denver Scholarship Foundation Partnership
- Offered \$13,500 in grant money to new freshmen with \$0 Expected Family Contribution (EFC); will offer the same to new freshmen with up to \$1,000 EFC for 2009-2010
- Increased scholarship dollars and created five recruitment scholarships; increased the value of four retention scholarships; and \$45,000 of scholarship funds were made available to each College/\$20,000 to Graduate School
- Financing College (Financial Aid 101) presentations to nearly 5,000 students and families
- Map-Works retention tool was implemented on campus
- Peer to Peer recruitment initiative

Exposure, Sponsorships & Marketing

- Marketing campaign
- Adams County Education Consortia – November 18, 2008
- Hispanic Association of College and Universities (HACU)
- LULAC Youth Conference
- TEACH Colorado Grant
- Connecting Communities
- Admissions Mentors are doing 105 hours a week of tutoring in District 6 (high schools and middle schools)

An Enrollment Management and Student Access Summit is scheduled for next week, which will be the impetus in establishing direction for the development of a comprehensive enrollment management plan for the University.

Student Retention

Dr. Tom Smith, Assistant Vice President for Academic Affairs, reported on plans to establish a University College, highlighting three unique needs of UNC:

- Success of undeclared first-year and transitional students;
- A “home” and place of focus for core learning and interdisciplinary programs;
- A center for challenging undergraduate students toward engaged learning, leadership, and research.

A University College is proposed with the following tentative structure:

- First-Year and Transitional Student Programs (FYE)
 - New Student Orientation and Parent Relations
 - Exploring Students Program
 - FYE/Learning Communities (partnering with Residence Life)
 - Advising Services
 - Tutoring Services
 - Transfer Support
- Center for Honors, Scholars, and Leadership
- University Honors Program (HONS)
- President’s Leadership Program (PLP)
- Stryker Institute for Leadership Development
- School of Core and Interdisciplinary Studies
 - Liberal Arts Core Curriculum
 - Life of the Mind Curriculum (MIND)

- Interdisciplinary Programs: Environmental Studies, International Studies, etc.

These things are currently underway:

- Alignment of course prefixes (FYE, MIND, HONS, PLP) with University College
- Planning/discussion sessions
- Workshops and discussions with John Gardner, Executive Director of the National Policy Center on the First College Year
- Viewbook presence
- Expanded professional staffing in advising
- First-Year Common Reading: *The Freedom Writers Diary*

Graduate Education

Assistant Vice President for Research & Extended Studies and Dean of the Graduate School Robbyn Wacker reported on graduate education at UNC. UNC offers 52 master's programs, 32 doctoral programs, 11 master's certificate programs and doctoral minors, and 8 post-baccalaureate licensure/endorsement programs. Dr. Wacker provided snapshot of fall graduate enrollment numbers:

- New full-time graduate student enrollment is up 15.3% from 2007
- New part-time graduate student enrollment is up 25.6% from 2007
- 21% of UNC students are graduate students
- 28% graduate students are non-resident
- 9% are minority students
- International student enrollment is up 125% from Fall 2004

There are new processes for recruiting and support of graduate students:

- Multiple points of contact and follow-up with inquirers, applicants, admits
- Conduct campus tours
- 2 day application turn-around process goal
- Graduate Admission Viewbook/Packet
- Developing program-by-program marketing materials and recruiting plan
- Redesign of webpage
- Graduate fairs/open houses
- Purchase of GRE names
- Outreach to international students

In addition, some new initiatives are in place:

- Graduate Dean's Scholarship Program – Fall 2008 multiple year scholarships targeting graduate students in programs with room for growth;
- 13% increase in Assistantship stipends to bring our stipends in line with peer institutions;
- Streamlining scholarship application process for graduate students;
- New Graduate Student Orientation;
- Graduate Teacher Program – two day training for TAs; workshops throughout the year;
- Providing career and professional development workshops;
- Foster sense of “community” for graduate students;
- Working with faculty regarding quality of graduate student experience (e.g., advising, research opportunities).

Next steps for the Graduate School:

- Fine tune marketing with a program-by-program approach; increase minority and international student population;
- Graduate faculty workload;

- Align graduate tuition with cost of delivering graduate education;
- Work with UNC Foundation to establish graduate student scholarships.

Employee Recruitment and Retention

Marshall Parks, Director of Human Resources, reported on employee recruitment and retention:

- for the third year in a row there has been no increase in the cost of health and dental insurance for faculty and exempt staff;
- In September, the consortium that buys insurance benefits for faculty and staff adopted domestic partner benefits;
- All employees of UNC have access to the dependent tuition waiver;
- President Norton announced in her State of the University Address the creation of a workplace environment task force to look at issues that affect recruiting and retention of faculty and staff;
- Mr. Parks thanked the Board of Trustees for their commitment to improving faculty and staff compensation; this year the average increase for faculty has been 7.1%, and 5.5% for exempt staff.

Fiscal Matters

Vice President Haack reported on current fiscal matters. In September, both the executive and legislative branches issued revenue projections for the State of Colorado. The executive side reported that even though revenues are being impacted, there is enough money for this fiscal year and there should be no change. The legislative council was less optimistic. The Governor has announced a hiring freeze for state personnel, but higher education institutions are exempted. However, there is a very thorough review done before a vacant position is filled at UNC.

UNC's "cash" funds are invested through the state treasury, which invests in treasury securities, CDs and money market funds. UNC currently receives approximately a 3.9% return.

The state has made a decision to issue bonds, or "Certificates of Participation." UNC's renovation of Butler-Hancock Hall is the state's number one project among 13 to be funded through the issuance of COPs. Approximately \$11.5 million will be raised through the COPs, and \$3 million is projected to come from state appropriations, however the state-appropriated portion will be delayed. The design and development of the Butler-Hancock project was originally planned to be paid for from the \$3 million state appropriation. There was discussion by the Board about moving ahead with the design phase, using roll-forward dollars until the COP funds become available. There is the possibility of providing in the design for the delay of certain parts of the construction until funds become available. It is hoped that the design phase can occur immediately so that the bid documents for materials can be completed before May, with construction beginning in the summer.

A report was received from Wachovia regarding UNC's bonds. Because UNC's bonds bear a fixed interest rate, the current tumultuous market conditions will have no impact on UNC's existing debt portfolio. With regard to refinancing, "refunding will not make economic sense for the university until municipal bond interest rates are lower and the relationship between tax exempt rates and the rates on US Treasuries improve."

7. Communications

None

8. BOARD ACTION ITEMS:

Election of Board Officers for FY 2008-2009

Trustee Gast moved to reappoint Dick Monfort as Board Chair for fiscal year 2008-2009. Trustee LeDoux seconded the motion. Motion passed unanimously.

Trustee Chavez moved to reappoint Jerry Morgensen as Vice-Chair for fiscal year 2008-2009. Trustee Gast seconded the motion. Motion passed unanimously.

Personnel Information/Action Items

Provost Harraf presented the following personnel items to the Trustees: 155 appointments, 28 separations, 1 retirement, 2 leaves of absence. Faculty Trustee Iyer moved to approve the Personnel Information/Actions as presented to the Board by Provost Harraf. Trustee LeDoux seconded the motion. Motion passed unanimously.

Certificate of Participation Resolution -- Dr. Randal Haack, Sr. Vice President and CFO

After discussion, Trustee Gast moved to approve the Certificate of Participation Resolution. Trustee Chavez seconded the motion. Motion passed unanimously.

Accounts Receivable Rules and Procedures -- Dr. Randal Haack, Sr. Vice President and CFO

Faculty Trustee Iyer moved to approve the Accounts Receivable Rules and Procedures as presented. Trustee Chavez seconded the motion. Motion carried unanimously.

9. COMMUNICATIONS

The Board received the current issue of "Bearings" and extended congratulations to Professor Joan Clinefelter on receiving this year's M. Lucile Harrison award. There is also an article on Darlene LeDoux in this issue.

PUBLIC COMMENTS

None.

EXECUTIVE SESSION

At 11:55 a.m. Chairman Monfort announced that the Board would move into executive session and adjourn the regular meeting immediately following the executive session.

ADJOURNMENT

Chairman Monfort adjourned the regular meeting of the UNC Board of Trustees at 1:05 p.m.

Respectfully submitted by:



Debra Fliethman
Recording Secretary