

UNIVERSITY of
NORTHERN COLORADO



MINUTES
BOARD OF TRUSTEES' MEETING
December 12, 2008
University Center – Panorama Room

The meeting of the University of Northern Colorado Board of Trustees was held Friday, December 12, 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, 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, Aimee Rogers, Debra Kinzer, Matthew VanDriel
Guests	Virgil Scott, President, UNC Foundation

ACTION ITEMS:

1. Approval of Agenda

Trustee Jim Chavez moved to approve the agenda for the meeting. Trustee Dick Gast seconded the motion. Motion carried unanimously.

2. Approval of Minutes

Trustee Dick Gast moved to accept the minutes of the October 10, 2008 regular meeting, as presented to the Board of Trustees. Trustee Jim 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

Trustee Chavez reported that Trustee Jerry Morgensen received the Community Advocate Award from the Hispanic Contractors of Colorado.

Trustee Chavez passed out a FAQ sheet regarding tuition equity. There is an effort underway in Colorado to pass legislation allowing in-state tuition status for undocumented students who graduate from Colorado high schools. He would like the Board's thoughts on this issue and asked for their support for the proposed legislation. The bill is not designed to be an immigration bill, but is an economic and education issue. Chairman Monfort voiced his support of the measure, and added that it would help students who would not otherwise be able to attend college. After discussion, the Board concluded that it is important to make a philosophical statement about tuition equity now, rather than waiting until the next meeting. Trustee Chavez made a motion to approve a resolution supporting legislation providing tuition equity for all Colorado high school graduates regardless of immigration status. Trustee Gast seconded and the motion passed unanimously.

6. President's Report

President Norton reported on recent activities:

- President Norton and VP Leonhardt attended the UNC and Portland State football game and alumni events in Portland, Oregon, last week and spent some time with Portland State University leaders and students talking about their core curriculum, which is built around community connections.
- President Norton attended a meeting of the AASCU Commission on Leadership and Global Competitiveness, where the focus was to identify best practices in internationalizing the experience of students.
- Two faculty members facilitated a retreat of the Greeley Downtown Development Authority to talk about various mechanisms to create community/university partnerships.
- A reception was held at the Kress Cinema in downtown Greeley for community friends and partners.
- President Norton's annual campus holiday party had record attendance.

7. INFORMATION ITEMS:

Foundation Report – Virgil Scott, President

Virgil Scott reported on the status of the Foundation's investments in light of the recent economic downturn. It is estimated that investments are down approximately -25% so far this fiscal year. The good news is that FY08 was ended at +.75%. This is in the very high percentile among similar institutions with similar assets. A comprehensive assessment of all endowed funds was done last week and several funds will be valued at less than the original gift value. The Board was provided a copy of the Foundation's Endowment Activity Report for July 1, 2007 through June 30, 2008. Year-to-date giving is up 35% over last year. Not counting estate distributions, giving is still up 6%. There are 875 new or renewed donors so far this fiscal year, which includes 300 people who have never given before. The Foundation would like to thank faculty and staff members for their generous support. To date, 256 faculty and staff members have contributed a total of \$97,217 (last year their contributions were \$58,455). Recruitment of a steering committee for the capital campaign will be pursued in the first months of 2009.

Faculty Senate Report – Dr. Francie Murry

Faculty Senate is working on the XF policy (plagiarism), add/drop policy, timing of progress reports, evaluation of faculty workload and assessing the quality of courses offered during the interim session. Four faculty members have been appointed to the President's Environmental Task Force. Since the pay increases have gone into effect, there has been more giving by faculty to scholarship funds.

SRC Report – Bob Vincent

SRC has awarded conference grants totaling \$41,000. Roundtable meetings are being held for student clubs with club leaders, the SRC, faculty members and representatives of the Dean of Students' office. Vice President Randy Haack has been working with SRC on student fees. Other activities are the "bear vote initiative," a non-partisan voter registration drive, and collecting donations for the Solomon Little Owl family who lost their home in a fire on Thanksgiving Day. Bob Vincent was voted Student Trustee at a special election October 14. SRC is working on the student fee allocation process and has hired an election commissioner and assistant election commissioner to ensure that SRC has fair elections in April. A retreat will be held on January 25 to review goals and work on strengthening ties with student activities groups.

PASC Report – Aimee Rogers

PASC is re-assessing distribution of scholarship funds after reinstatement of the employee tuition waiver. PASC has a new online newsletter. Two representatives from PASC have been appointed to the President's Environmental Task Force. The Board is invited to the Employee Recognition Banquet on March 2.

SPEEC Report – Debra Kinzer

SPEEC is active with fundraising, employee recognition and scholarship fundraising. Two scholarships have been awarded to students and one is pending. The group is selling a cookbook and pizza coupons as a fundraiser.

Strategic Update

Overview

President Norton's letter to the campus was distributed to the board members. Caution will be employed in preparing this fiscal year's budget, but President Norton assured the Board that the administration has experience dealing with changes and fluctuations in revenues and is prepared to go forward. Vice President Haack provided a fiscal update in the Board packet. The next revenue projections for the State of Colorado are expected December 19, the day after UNC's Joint Budget Committee hearing. UNC's message to the State is that when state revenues do not allow sufficient support to institutions of higher education, the state needs to avoid over-regulating how the institutions of higher education operate. It is important that UNC is able to use money that is brought in from the State and from other sources to provide financial aid and to recruit and serve students.

Integrated Marketing Strategy

Vice President Leonhardt shared highlights of the integrated marketing strategy that is being developed. The three elements are:

- Clearly defining the messages (identity, values, slogan)
- Visuals (consistent logos, colors, graphics)
- Mediums (brochures, newsletters, templates, etc.)

Messages will be created and delivered from a central position, which will provide the foundation for other areas of the university. The messages can then be transmitted through students, academic units, administration and all other parts of the university.

A University Marketing Group has been established with representation from all university units. The mission of the group is to develop the message and identity of the University and to deploy that message. The first meeting is scheduled for January 14, when work will begin to answer and clarify these three questions:

- For what does the university stand?
- What does UNC provide that is different from other universities?
- How should we communicate the university personality?

University Relations will begin to focus on the following to step up communication:

- Advertising
- News media
- Web
- Publications
- Promotions

The “mission critical” areas are:

- Image building
- Recruitment and retention
- Academics
- Capital campaign
- Community relations

Vice President Leonhardt provided a timeline for implementation of the integrated marketing strategy, but stressed that it will be a dynamic process and new ideas will always be implemented.

Strategic Enrollment Management

Assistant Vice President for Enrollment Management and Student Success Tobias Guzmán updated the Board on recent activities of Enrollment Management in the areas of recruitment and marketing initiatives, student financial support and student success and retention. He described the complexity of the student enrollment life cycle and outlined what is “on the radar” for undergraduate recruitment. He described how changing Colorado demographics will impact UNC. Year-to-date recruitment and enrollment statistics were presented.

Robbyn Wacker, Assistant Vice President for Research and Extended Studies and Dean of the Graduate School, presented issues on the Graduate School and international radar and strategic enrollment actions in the graduate area. Year-to-date recruitment and enrollment statistics for the graduate area were also presented.

Financial Planning

Assistant Vice President for Finance Michelle Quinn gave an update on financial planning efforts. Historically, the budget framework has been a very traditional one that included revenue streams from state operations, cash operations, grants and contracts, capital appropriations, and cash capital projects. The use of funds from state capital appropriations and grants is restricted and traditionally state revenue streams are thought of as separate from auxiliary revenue streams. In order to use all revenue streams in a way that best fulfills the university mission, current thinking is to reframe the

budget in terms of a “consolidated budget” within the categories of Operating Budget, Innovation Budget, and Capital Projects Budget.

The goal of strategic pricing is to ensure optimal enrollment and student access, as well as to maximize net revenues. Net revenues are a balance of student cost of attendance and external and internal financial aid. Scholarships are not really an expenditure of a university so much as an investment in enhancing overall net revenues. If scholarships are used strategically, enrollment and net revenue are enhanced. Tools to be used in strategic pricing are:

- pricing methods (tuition, fees, room and board)
- Pricing structure (differential tuition, balancing between fees vs. tuition, room and board)
- Discounting (institutional financial aid, scholarships)

Moving Forward

The board will be contacted to schedule a work session on strategic pricing to be held in late January. The goal is to develop a five-year pricing plan that the President can share with policy makers to help explain the complexity of pricing and the importance of the Board's ability to make decisions about pricing, discounting and scholarships in order to maximize fulfillment of the University's mission.

Report on University Libraries

Dean Pitkin presented a report on University Libraries. University Libraries is comprised of the James A. Michener Library and the Howard Skinner Music Library, which house approximately two million volumes. The traditional interpretation of the role of libraries is:

- Warehouse mentality
- Isolationist perception
- Exclusion from institutional priorities
- Limited funding internally and externally
- Loss of stakeholders

The recommendation of the “Charting the Future” report in 2003 was to restructure the Libraries' relationship with academic areas into a collaboration for achieving shared educational objectives. The new university-wide interpretation of the role of University Libraries is:

- Full partner in instruction
- Less identification with “support” mentality
- Inclusion in pursuit of “excellence”
- Additional funding internally and externally
- Committed stakeholders

The philosophy within University Libraries is that the future of academic libraries is instruction. To that end, librarians have been embedded in the various colleges and an information literacy curriculum has been developed. Many majors now require a LIB150 class that is tailored to the major. Libraries offered 373 class instruction sessions and 9,454 students attended LIB classes in the past year.

Purchasing Process

Vickki Klingman, Director of Purchasing, presented information on a proposal to opt out of the authority of the Colorado Procurement Code and from the authority of the Department of Personnel & Administration and the State Purchasing Office. A number of higher education institutions in Colorado have done this, with measurable success. Reasons for opting out are:

- There have been policy changes at the Department of Personnel and Administration (DPA) imposing an increasing administrative burden that does not support UNC objectives
- State Price Agreements will soon become mandatory
- Increasingly difficult to obtain State Purchasing Office (SPO) approval to buy through cooperatives
- UNC's influence within the state purchasing system is decreasing as larger schools opt out
- UNC can draw on CU's two years experience outside the system
- Opportunity to pursue more innovation as new ideas arise
- Opportunity to develop new cooperative arrangements better suited to higher education

Ms. Klingman described the advantages of opting out and the process that has been used to achieve this status. A draft of the new procurement rules will be developed and a recommendation made to the Board at the February meeting, with a target effective date of July 1, 2009.

8. BOARD ACTION ITEMS:

Personnel Information/Action Items

Provost Harraf presented the following personnel items to the Trustees: 20 appointments and 10 separations. Trustee Carbajal moved to approve the Personnel Information/Actions as presented to the Board by Provost Harraf. Trustee Chavez seconded the motion. Motion passed unanimously.

9. COMMUNICATIONS

None

EXECUTIVE SESSION

At 11:50 a.m., Trustee Chavez moved that the Board go into Executive Session. Trustee Gast seconded the motion. Motion passed unanimously. Chairman Monfort announced that the Board would move into executive session and adjourn the regular meeting immediately following the executive session.

PUBLIC COMMENTS

None.

ADJOURNMENT

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

Respectfully submitted by:



Debra Fliethman
Recording Secretary