



MINUTES
BOARD OF TRUSTEES' MEETING
June 12, 2009
University Center – Panorama Room

The meeting of the University of Northern Colorado Board of Trustees was held Friday, June 12, 2009 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, Jerry Morgensen, Gil Carbajal, Dick Gast, Darlene LeDoux, Jim Chavez, 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, Recording Secretary Debra Fliethman
UNC staff/ faculty/students	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, Francie Murry, Aimee Rogers, Debra Kinzer
Guests	None

ACTION ITEMS:

1. Approval of Agenda

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

2. Approval of Minutes

Trustee Chavez moved to accept the minutes of the May 8, 2009 regular meeting as presented. Trustee Carbajal seconded the motion. Motion carried unanimously.

3. Board Planning Calendar

The planning calendar was updated for next year's meetings. President Norton stated that the Foundation Board has requested a joint retreat with the Board of Trustees. The Board will be contacted to schedule this event.

4. Board Chairman's Report

None

5. Trustee Remarks

Student Trustee Bob Vincent thanked the President and the Board for making his year as Student Trustee a great one and stated that it has been an honor and a pleasure to serve.

6. Communications

The Trustees received new undergraduate and graduate catalogs.

7. President's Report

President Norton requested that the Trustees start thinking about what topics they would like to discuss at the fall retreat.

President Norton reported that, in addition to the budget process each year and to prepare for volatile funding that will be ahead, UNC will continue development of a five-year financial plan with goals for revenues, pricing, enrollment and cost savings. The cost study will continue, as well as targeted investments in FY 2009-2010.

The Memorandum of Understanding with the Foundation is being carefully reviewed to define the University's relationship with the Foundation, and to clarify expectations of how much support will be coming back to the University and in the course of the fundraising campaign. Virgil Scott added that he will be contacting all of the Trustees to schedule meetings to discuss their role as Trustees in development and fundraising for the University, in cooperation with the Foundation.

There has been some talk among institutions of creating an advocacy organization for higher education in the state. At this point, all institutions advocate and compete individually, but it is hoped that a group can be created to work from a public relations perspective rather than a lobbying perspective. A case needs to be made to the general public about the value of higher education and its role in society and economic development.

8. INFORMATION ITEMS

Forensic Lab Partnership – Randal Haack, Senior Vice President for Finance & Administration

Dr. Haack reported on a plan to build a facility on campus to house a Colorado Bureau of Investigation DNA laboratory. If funds are raised to go forward with the project, UNC will donate land south of the University Center for the lab. The current partners are UNC, Weld County and Adams County Sheriff's Offices, the Loveland and Greeley Police Departments, the City of Greeley and Weld County. Several other smaller cities have also expressed an interest. The scope of the project involves:

- ∞ 25,000 square foot building
- ∞ 19-25 forensic personnel
- ∞ Law enforcement and academic collaboration
- ∞ Opportunities for academic endeavors in the areas of criminal justice, chemistry, biology, and computer sciences

A regional forensics laboratory on the UNC campus would offer opportunities for student internships and jobs for graduates, as well as space for classrooms and a student laboratory. President Norton stated that it is important to explore the possibilities of this collaboration and to find out if stimulus money is available for the construction. In addition to the land offered by UNC, Weld County will contribute \$2.1 million, and \$500,000 in federal money has been secured. The total project will require \$8 to \$12 million initially, with additional dollars needed for ongoing operations and maintenance.

Brand Messaging Update – Chuck Leonhardt, Vice President for University Affairs

Vice President Leonhardt updated the Board on brand message development. Nearly 40 members of the campus community served on a committee that developed tagline concepts, identity statements and messaging themes, using information collected from existing research from the Maguire study and the Academic Plan, as well as new research from other sources, including surveys of over 700 students, employees, faculty and alumni. Formal testing of concepts will take place in summer, with the anticipated rollout of the messages in mid-September, beginning with the President's State of the University address. The second phase is external through media, including publications such as in-flight magazines and advertising at DIA, outdoor, radio, and TV ads, and will focus on reaching alumni to become more engaged. The third phase will be to integrate the messages throughout the University. Guides and templates will be produced to provide for consistent and integrated messages. In this way, the image of the University will be built that is long-lasting and sustainable. There was discussion regarding the budget for the campaign and the long-term plan. President Norton explained that the message is not radically changed and the themes are consistent, but how they are conveyed will be made a part of everything that is done and said.

Enrollment Update – Tobias Guzmán, Assistant VP for Enrollment & Student Access

AVP Guzmán updated the board on recent recruiting activities and enrollment numbers. He outlined relationship management steps that are targeting students accepted for fall 2009, and also activities that include and benefit military personnel and veterans. Students and families who come to orientation are being engaged in activities throughout the summer. UNC will maintain a strong presence this summer at the Greeley Arts Picnic, county fairs, and other events.

The Faculty-In-Residence Program has been implemented for the coming year, whereby six faculty members will live in the residence halls and provide mentorship for students. AVP Guzmán shared details of the Strategic Enrollment Management Plan for 2009-2010, including action steps to be taken in the coming year. Other projects that have been launched are the Diversity Mentor Program, the Bears Mentors and Advocates for Transition and Retention, and the District 6 and Aims Partnership.

The Undergraduate Recruitment Dashboard shows that fall applications are up 9 percent over last year at this time, and fall housing applications are up by 15 percent. Applications are up by 15 percent for Greeley-Evans School District 6 students and nearly 40 percent for Denver Public Schools. In addition, leads and inquiries are up 34.8 percent over this time last year. Nearly 150 Greeley Promise Scholarships have been offered to graduates of Greeley high schools. While applications are up, the average high school GPA and SAT scores of admitted students have also increased. Provost Harraf added that as the academic preparation of the incoming class goes up, the propensity to retain and sustain to graduation also goes up.

Provost Harraf led a discussion on capacity and stated that steps are being taken to address the classroom issues that have come with higher enrollment. Some programs are experiencing a capacity problem, while other programs can accommodate additional students. There is no question that additional classrooms and perhaps student housing will be needed for the future if enrollment is increased. There is an advantage at this point to recruiting some part-time adjunct faculty, but if enrollment is sustained, full-time faculty will be needed. President Norton stated that a consultant who specializes in space utilization at universities will be brought in this summer to study how existing space is used, allocated, assigned, and managed so that it can be determined what the University's physical capacity really is and ought to be. There is some right number for on-campus enrollment that efficiently supports expenses without changing the quality of the experience. Provost

Harraf added that growth needs to be adjusted based on capacity in the areas of faculty, classroom, student support, residence halls, and a variety of other service areas. A growing number of students brings additional issues for all areas of the campus.

Enrollment Update – Robbyn Wacker, Assistant VP for Academic Affairs/Graduate School and International Admissions.

Dr. Wacker presented a summary of graduate admissions, comparing this academic year with the two previous years. Total applications are up almost 400 from two years ago, as are non-resident and minority applications. There has, however, been a recent reduction in applications for the specialist program and licensure programs due to the economy. These areas are being targeted for additional recruiting and scholarship assistance. There are a number of applications still coming in that will impact fall enrollment. Recruitment for spring semester is still ongoing.

Strategic graduate enrollment actions were reviewed. In conjunction with the new campus-wide marketing campaign, the “Graduate Education at UNC” campaign will be launched, with targeted program-by-program marketing and advertising. The new Graduate School website will be launched by August 1, which will be a single entry point that contains application materials, deadlines and scholarship information. A national recruiting campaign is ongoing, as well as strategic use of assistantships and scholarships to attract graduate students.

In the area of international admissions, specific geographic areas of the world have been thoughtfully targeted for recruiting efforts and international partnerships established by the colleges are being utilized. International inquiries have increased significantly from last year and personal responses are provided to each one. Applications are trending upward and total degree seeking students are up from five years ago.

Foundation Report – Virgil Scott, UNC Foundation President

Virgil Scott reported that the Foundation board met yesterday and approved the FY10 operating budget with a 7% decrease compared to FY09. Employees will not receive raises, and there will be a reduction in retirement matching funds, although there will be no furloughs. The Foundation will stay on task and maintain a proactive approach to effective fundraising. Mr. Scott thanked Vice President Leonhardt and President Norton for the new marketing plan that includes consistent messages, which will enhance the Foundation’s efforts. The Foundation is conducting an assessment to find out the desired role of their board. Mr. Scott thanked the Board for all they do to advocate for the Foundation’s fundraising efforts.

With three weeks left in FY09, it is anticipated that support will be approximately \$6.65 million, and \$7.125 million is projected for next year. The projection for FY14, the last year of the campaign, is \$11 million.

Faculty Senate Report – Dr. Francie Murry

Dr. Murry stated that the last Faculty Senate meeting of the year has been held and this is her last Board of Trustees’ meeting as Faculty Senate Chair. She thanked the Board for the opportunity to serve for the past two years. The Faculty Senate is working on the following projects:

- ∞ Now that two semesters of data is available, the Academic Policies Committee will be examining the existing grading system.
- ∞ The Faculty Welfare Committee continues to review the sabbatic leave policy.
- ∞ The “Faculty Perceptions of Administrators” survey will be posted on the Faculty Senate website. The results show that President Norton has increased positively in faculty perceptions.

Provost Harraf stated that Dr. Murry's leadership has been instrumental in changing the culture of the campus and looking positively to the future of the University. Trustee LeDoux thanked Dr. Murry for her inspirational leadership and said that the University is fortunate to have her.

Student Senate Report – Charles Miles

No report.

PASC Report – Aimee Rogers

No report.

SPEEC Report

Debra Kinzer reported that SPEEC's successful fundraising efforts have led to a professional development scholarship for classified staff. The SPEEC breakfast is scheduled for June 18, when new officers will be installed and scholarships will be presented to Jessie Erbacher and Kelly Roquet, students who are children of UNC classified employees.

Ms. Kinzer stated that her time with the Board has been a good experience and she thanked the Board for the opportunity.

9. BOARD ACTION ITEMS:

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

Provost Harraf amended the personnel items submitted to the Board by deleting the two sabbatical leaves that were approved previously by the Board. Approval was requested for the following personnel items: 11 appointments, 6 separations, 1 leave of absence, 5 retirements, and 2 transitional retirements. Trustee Morgensen moved to approve the Personnel Information/Actions as amended. Trustee Chavez seconded the motion. Motion passed unanimously.

Change to Employee Tuition Grant – Ron Lambden, Vice President & General Counsel

Mr. Lambden presented a proposal to expand the employee tuition grant to nine credits to provide an additional three credits in summer semester. After discussion, Trustee Gast moved to approve the recommendation with a change of wording in section 2-2-308(2)(a) from "permanent employees" to "full-time employees." Trustee Carbajal seconded the motion. Motion passed unanimously.

Resolution Recognizing Student Trustee – Ron Lambden, Vice President & General Counsel

Mr. Lambden presented a proposed resolution to recognize and honor Student Trustee Robert Vincent for his service to the University and the Board of Trustees. Trustee LeDoux moved to approve the resolution as presented. Trustee Carbajal seconded the motion. Motion passed unanimously.

Fiscal Year 2009-10 Budget – Randal Haack, Senior Vice President

Dr. Haack presented the proposed budget for fiscal year 2009-10.

President Norton introduced the proposed FY09-10 budget by reminding the Board of the atmosphere in which budget has been developed. The University is building capacity to weather the financial storm that is coming. The state's contribution to higher education funding, which was at about \$705 million, was cut \$150 million, but that amount has been backfilled with federal stimulus money through FY11. Funding from the state general fund is erratic at best and there is no reason to believe that this volatility will change in the future. President Norton presented a history of changes in state general fund revenue and the effect on funding for UNC. The FY05-06 level of

funding for higher education is a requirement to access federal stimulus funds. Even with the growth of net tuition revenue in the current budget and multi-year financial plan, there will be a decrease in funding if the state appropriation remains constant at the FY05-06 level. Investments must be made in things that generate revenue in order to discount strategically to fulfill the University's mission.

The proposed budget represents a fundamental shift in the institution's approach to managing for the future. The old framework was tied to the source of the revenue and how it was accounted for, often because of legal requirements, and upon dependence on state funding. The new framework consolidates revenues from whatever source. Funding of University priorities will be based on: 1) operations, 2) innovation, and 3) capital.

Dr. Haack then recognized AVPs Michelle Quinn and Susan Simmers for their outstanding work on this year's budget. He outlined the foundation and goals used to develop the budget and described how the process was completed with communication among various constituents. Cost savings and deferrals were accomplished by the following actions:

- a. No employee salary increases, but furloughs were avoided
- b. Reviewing all positions when they become vacant
- c. Classified incentive to retire

Dr. Haack provided a correction to pages 6 and 7 of the original budget document, in which restricted revenue was overstated. There is no impact on the final recommendations.

Sources of revenue and cash balances were discussed, along with the new pricing strategy. Tuition for undergraduate resident and non-resident tuition will increase by 9%. An increase in differentiated tuition is included, as are a number of course, participation, supervision, and assessment fees. Financial aid for undergraduates will increase by \$525,000, maintaining last year's one-time commitment to increase funding for institutional scholarships by \$1.3 million. The \$9.2 million in financial aid available to undergraduates will provide greater flexibility in discounting, which will result in lowering the cost of attendance for many students. Students with the greatest need will not be affected by the change in tuition.

Graduate tuition and discounting will be organized into three categories at the master's and doctoral levels. Discounts of \$2.7 million, including an increase of \$665,000 in teaching assistant and graduate assistant scholarships, will fully or partially offset tuition increases, which vary depending on those categories.

A tiered approach is recommended for room rates. Rates fall into six categories ranging annually from \$3,950 to \$5,020. Discounting is also available for room rates. Meal plans will be expanded to offer six different selections.

Provost Harraf spoke about investment priorities. The impetus behind developing a multi-year budget is to maximize net revenue and manage expenses in order to invest in university priorities.

Investment priorities are:

- ∞ Academic quality
- ∞ Student recruitment
- ∞ Student support and success
- ∞ Institutional image

Investment highlights include:

- ∞ Coordinated recruitment, retention, marketing and image efforts
- ∞ UNC employees
 - Keep employee contribution to benefits at FY09 level

- Faculty promotions and professional development
- Diversity position
- ∞ Academic endeavors
 - Incentives to develop online courses
 - Incentives to write American Recovery and Reinvestment Act grants
 - University College
 - Graduate faculty workload
 - Graduate stipends

Discussion was held on various aspects of the proposed budget. Chairman Monfort stated that he is alarmed by the increases in tuition and room and board, but they are necessary in this economic environment and are competitive with other institutions. He challenged the administration to find a way to return the \$3 million taken from the reserve fund.

Trustee Morgensen moved to approve the budget for FY2009-2010 as presented. Trustee Gast seconded the motion. Motion passed unanimously.

PUBLIC COMMENTS

None.

EXECUTIVE SESSION

Trustee Morgensen moved that the Board go into executive session to discuss a personnel issue. Trustee Gast seconded the motion. Motion passed unanimously. The Board went into executive session at 11:50 a.m.

ADJOURNMENT

The Trustees exited the executive session. Trustee Gast moved that the meeting be adjourned. Trustee Chavez seconded the motion. Motion passed unanimously. Chairman Monfort adjourned the regular meeting of the UNC Board of Trustees at 12:00 noon.

Respectfully submitted by:



Debra Fliethman
Recording Secretary