



**MINUTES  
BOARD OF TRUSTEES' RETREAT  
August 7, 2008  
University Center – Columbine Suites**

Call to Order

The meeting of the University of Northern Colorado Board of Trustees was held Thursday, August 7, 2008 at 8:50 a.m. in the Columbine Suites at the University Center, on the University of Northern Colorado Campus.

Those present included:

Trustees	Dick Monfort, Jerry Morgensen, Carlotta LaNier, Darlene LeDoux, Jim Chavez, Vishwanathan Iyer, Bob Vincent
Excused	Dick Gast
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, Recording Secretary Debra Fliethman
UNC staff/students	Francie Murry, Aimee Rogers, Debra Kinzer, Gloria Reynolds, Dan Weaver, Brad Hoffner, Denise Battles
Guests	Virgil Scott, President, UNC Foundation

**ACTION ITEMS:**

**1. Approval of Agenda**

Trustee Chavez requested that the Executive Session be moved to 11:00 to ensure enough time for discussion. Trustee Darlene LeDoux moved to approve the meeting agenda as amended. Trustee Chavez seconded the motion. Motion carried unanimously.

Ron Lambden introduced Brad Hoffner, the new Internal Auditor, who is a UNC alumnus.

## 2. Resolutions on Ballot Issues

Trustee Chavez moved to approve both the Resolution Opposing Constitutional Amendment 46 and the Resolution Supporting Colorado Ballot Initiative 113, as presented. Trustee LeDoux seconded the motion.

Motion carried unanimously.

## 3. DISCUSSION ITEMS

The Board discussed the following topics:

1. Where do you see UNC in 5 years, 10 years?
  - The Board's fiduciary responsibility and visionary responsibility
  - Existing foundation: mission, vision, values, academic plan
  - Trustees LeDoux and Chavez noted that Charting the Future should not be dismissed, but that it should be confirmed that the changes called for are being implemented
2. What positive differences should set UNC apart from CU, CSU, Metro State and Colorado's other public 4-year colleges?
  - Discussed the differences between research universities vs. state and community colleges
  - The Education Innovation Institute is an example of how UNC can fulfill its mission as a research university with expertise in education
3. Is there a right size for UNC?
  - Must harmonize fiscal reality with the mission of the university
  - The "right size" is a complex issue and it is not as simple as looking at numbers
  - Discussion about the difference between UNC headcount and FTE

Trustee Carbajal arrived at 11:30 and reported on the "Breakfast With the Board" event that was held on May 9, 2008. He handed out a proposal for a "follow-through" plan. The Board should email him with ideas and suggestions.

## EXECUTIVE SESSION

Trustee LaNier moved that the UNC Board of Trustees go into executive session. Trustee Morgensen seconded the motion. Motion carried unanimously. The Board of Trustees went into executive session at 11:00 a.m. and adjourned the executive session at 11:55 a.m.

The meeting re-convened at 1:10 p.m.

Secretary Ron Lambden introduced the new representatives to the Board of Trustees: Vish Iyer, Faculty Trustee; Robert Vincent, Student Trustee; Francie Murry, Faculty Senate Chair; Debra Kinzer, SPEEC Representative; Aimee Rogers, PASC Representative.

1. Discussion continued on the topic, "Is there a right size for UNC?"
  - Many interrelated factors affect size:
    - Program mix
    - Resources available

- Resident/non-resident students
  - Undergraduate/graduate students
  - On-campus/online students
  - Economy of scale
  - Quality of program
  - Program cost
  - Price (tuition and fees)
  - Discount rate
  - Admissions standards/window admits
- Market trend is non-traditional students, online classes, distance education, and not necessarily degree programs
  - Discussions between Aims College, CSU and UNC to decide who should deliver what programs and to coordinate offerings
  - It is important to fully utilize available space and facilities
2. What are the characteristics of the students we should seek?
    - UNC's enrollment profile was highlighted and discussed
    - Market demands, emerging needs, product line
    - Cost and effectiveness of recruitment vs. retention
  3. What are the characteristics of the faculty we should seek?
    - What should we value in addition to competence in their field of expertise, for example, internationalization, civic engagement, public policy interest?
    - How do we want employees to be involved in the community?
  4. What should be the characteristics of our relationship with the community?
    - UNC's work to connect community/regional planning efforts illustrates the role of a university
  5. How should we define institutional success?
    - How alumni speak about the University
    - Relationships with people who graduate
    - How graduates contribute to the community
    - The kinds of relationships that UNC has with the community
    - UNC's reputation in the community
    - Being a "thought leader"
  6. In what should we invest and how should we fund these investments?
    - Sources of revenue were outlined
    - Factors influencing funding:
      - resident/non-resident students
      - undergraduate/graduate students
      - on-campus students/on-line students
      - high cost programs/low cost programs
      - tuition & fees high/tuition & fees low
      - discount rate high/discount rate low
      - admission standards high/admission standards low

**PUBLIC COMMENTS**

None.

**ADJOURNMENT**

Trustee Morgensen moved to adjourn the meeting of the Board. Trustee LaNier seconded the motion. Motion approved unanimously. Chairman Monfort adjourned the UNC Board of Trustees' meeting at 2:30 p.m.

Respectfully submitted by:

A handwritten signature in cursive script that reads "Debra Fliethman".

Debra Fliethman  
Recording Secretary