



Board of Trustees
 Special Meeting of the Board of Trustees
 December 11, 2025
 2:00 p.m. to 5:00 p.m.
 Campus Commons, Multipurpose Hall
 Greeley, Colorado

MINUTES

Trustees Present: Dick Monfort (chair), Maia Babbs, Brenda Campos-Spitze, Prateek Dutta, Fritz Fischer, Steve Jordan, Annette Martinez, Audra Yocum

Trustees Absent: Greg Anton

Foundation Board of Directors Present: Mary Ann Littler (chair), Kevin Ahern, Brian Davidson, Lisa Horn, Collin Richardson, Jared Schroder, Kathleen Sears

Foundation Board of Directors Absent: John Schmidt

University Staff Present: Andy Feinstein, Darren Dunn, Tamra English, Kirsty Fleming, Keith Humphrey, Jennifer McDuffie, Harmony Newman, Dale Pratt, Lori Riley, Allie Steg Haskett

I. Call to Order / Roll / Approval of Agenda

Board Chair Dick Monfort called the meeting to order at 2:05 p.m. General Counsel Tamra English noted the roll and verified a quorum.

A motion to approve the agenda was made, seconded, and approved by all Board members in attendance.

II. Welcome and Introductions

President Feinstein welcomed the UNC Foundation Board of Directors to the Regular meeting of the Board of Trustees and noted joint meetings with the two Boards will occur annually. He recognized the progress achieved by the university and the two Boards in pursuing shared goals.

Foundation Board Chair Mary Ann Littler agreed on the progress of the relationship between the University and the Foundation Board of Directors and thanked General Counsel English for her work on the updated agreement, noting that one outcome of the agreement is annual joint meetings and continued focus on building strong relationships. She also expressed appreciation for the reports provided at each trustee meeting and noted that the Foundation continues to demonstrate its support for the College of Osteopathic Medicine, including a \$2M commitment, and is also working with Vice President Dale Pratt on a bridge loan to allow the University to offset costs

for COM until Weld Trust funds become available. She also noted that a report will be available reflecting \$211 million in assets and the Foundation's ability to continue its commitment to UNC. She expressed excitement about the future and thanked President Feinstein for his partnership and leadership, highlighting their regular meetings and mutual support of both organizations.

Feinstein noted that the group will join the Student and Foundation Fund (SAFF) class presentation in the Campus Commons Prosperity Room for the first part of the Board meeting. He provided background on the class and outlined the collaboration with the UNC Foundation Investment Committee.

III. Discussion Items

A. Monfort College of Business SAFF Class Presentation

The group traveled to the Campus Commons Prosperity Room for the SAFF class presentation. Feinstein thanked the group for joining the presentation and welcomed any additional questions.

B. University Marketing Priority Updates

Vice President for University Advancement Allie Steg Haskett shared marketing updates and an overview of the UNC website rebuild, including timelines and overall structure. She provided examples of website pages and highlighted key updated features, such as the addition of an internal intranet, improved presentation of university programs, updated landing pages, additional student testimonials, enhanced accessibility tools, the addition of the Estudiantes y Familias section that serves our Spanish-speaking students and their families, a centralized program directory, a centralized staff directory, updated designs, catalog redesign, emergency alert page improvements, and improved navigation. She also emphasized the importance of implementing the new website platform and provided a projected date of December 16, 2025, for the roll out.

Steg Haskett acknowledged the Foundation's investment in the College of Osteopathic Medicine (COM) and expressed appreciation for its support. She provided an overview of COM highlights and current marketing efforts. Several key themes emerged, including *Our Community, for Your Community* and the idea that medicine is personal and at UNC, so is medical education. Emphasis was placed on personalized education and realizing dreams, positioning COM as a natural evolution within UNC.

She also noted that a university-wide brand campaign is underway, with *Education Personalized, Dreams Realized* serving as a core tagline across institutional marketing. The COM marketing campaign is leading this effort and will align closely

with the broader university brand. Positioning statements will continue to be developed, and early mock-ups of COM advertisements are in progress, including placements at airports and other high-visibility locations with marketing efforts expected to benefit all areas of university recruitment.

Discussion included confirmation of website phone compatibility, COM bus and airport signage enhancing the focus and visibility of the medical school theme, investment in COM marketing with assistance of donor funding, COM student achievement investments, scholarships, bootcamps for pre-matriculated students, support for board examinations, prep course programming, investment in match programs for residencies, and projected funding for laptops for the first class.

C. Together, With Purpose Campaign Updates

Steg Haskett provided updates on University Advancement infrastructure changes and reported on the progress of the current campaign, including its goals, priorities, and current status. She noted the campaign is at its midpoint and will transition to the public phase with a celebratory launch event announcing the campaign chairs and committee members. She stated that, to date, the campaign has raised \$105M toward the \$200M goal and is well-positioned for the public launch in March 2026 with a success celebration planned for 2030. Over the next 3.5 years the campaign will focus on soliciting gifts, presenting marketing materials and themes, and highlighting philanthropic opportunities. Core campaign priorities will include gift opportunities across the campus in three thematic areas: student-centered, market smart, and community engaged, all in alignment with UNC's strategic plan.

Discussion addressed the portion of funds raised that are immediately spendable versus those designated for endowments. It was also noted that the Foundation currently has available spendable funds.

D. UNC Students: Today and Tomorrow

Vice President for Student Affairs Keith Humphrey presented information on UNC students today and tomorrow, outlining generational generalizations, notable outliers and how these insights can inform the institution's understanding of current and future students, alumni, donors, and parents of future Bears.

Humphrey noted that most UNC students are members of Generation Z (Gen-Z), shaped by the digital landscape and widespread use of artificial intelligence (AI). He noted that generally, Gen-Z students are aware of climate change and shifting financial realities, have a strong interest in travel, and tend to be pragmatic about work and career choices. He also discussed Generation Alpha (Gen-Alpha), currently in approximately sixth and seventh grade, who are shaped as true digital natives. He noted that generally Gen-Alpha values hyper-connection and family wellness,

prefers visual and interactive learning, emphasizes authenticity and adaptability, and tends to be self-directed and independent.

Humphrey then correlated and shared distinct priorities and traits of Gen-Z and Gen-Alpha with strategies for institutional adaptation and preparation. These include cultivating a culture of philanthropy, creating pathways for future enrollment through flexible, contemporary academic programs, continuing to integrate technology across all aspects of learning, leading with institutional values, developing flexible degree options, prioritizing diversity and well-being, expanding self-guided academic experiences, and strengthening relationships with current and future students' families.

Discussion addressed current efforts to cultivate both the present and future student experience, including development of policies to remain institutionally neutral, marketing the benefits of smaller class sizes and individualized instruction, emphasizing the importance of community connection alongside technological engagement, and navigating the advantages and limitations of generational generalizations. The discussion also highlighted the importance of fostering advanced critical thinking to support informed perspectives, continuing to strengthen communication and presentation skills, conducting independent assessments of the impacts of artificial intelligence and managing AI use within the higher education setting, incorporating workforce preparation into the student experience, leading with institutional values and connection, and creating additional gathering spaces to encourage in-person interaction.

IV. Wrap-up & Adjourn

With no further discussion or business, Chair Monfort asked for a motion to adjourn the meeting. A motion to adjourn was made, seconded, and approved by all Board members in attendance. The meeting was adjourned at 4:51 p.m.