

UNC Board of Trustee's Meeting  
04/08/2019

8:30 AM-Meeting Begins

-Chair opens the meeting and modifications to the agenda were approved. Also, a prior report from the last meeting was added.

8:35 AM- A new election of officers was performed and a nomination was made to elect the current slate and it was approved.

8:40: There was a board chairs report. Additional comments were made on the current implications of the UNC budget problems. Mentions that the heavy lifting starts now. He comments on how President Feinstein handled this situation and applauds the work he did. Mentions that we are one of four states that currently has a growing graduation class. Mentions however that we need to increase retention and that we are not done yet.

Trustee- Comments and appreciates what the President did.

President Feinstein-Mentions that this week has been difficult but necessary. He also mentions that in the fall we need to move UNC forward and reaffirm our values.

PSAC Representative Report-Comments on PSAC (Professional Staff Administrative Council). Brings comments on recent cuts. Mentions that we have lost members in the campus community but that we all have work to do with this new budget. Mentions how staff felt the pain of these cuts and how the layoffs are affecting everyone. Mentions that everyone is committed to UNC's values and PSAC is willing to work hard and will take a boots on the ground approach to increase enrollment numbers.

CSC (Classified Staff Council) Report-Representative mentions that they too agree that these cuts have been tough and that they will continue to work hard to support both faculty and staff.

Student Trustee Report-Mentions that Student Senate is currently conducting elections.

Trustee Comments-Makes comments on ballot boxes and asks how this is conducted.

Student Trustee-We submit them electronically and we assure every vote is counted.

**Strategic Enrollment Committee Report**-Representative mentions comments about Huron's consulting and how they are helping in the creation of strategic enrollment plan. Mentions that how strategic enrollment works is that a

coordinated effort is needed. The key goal also in this plan is to make sure students graduate. Informs committee that we have a road map and gives a handout. Mentions that UNC has a lot of first generation students and that what they want to do is they want to make sure these students are successful.

Trustee-Mentions partnership with Front Range Community College and Aims Community College and asks what does that look like in this plan.

Strategic Enrollment Committee-Representative mentions that we just started to develop this and that we have that in mind. Mentions that further comments on the plan in the future will be made.

President Feinstein-Mentions that he had met with Dr. Bornstein (Aims President) and they are working on building an effective transition program between Aims and UNC for students who transfer here and are working to build strong partnerships.

Trustee-Member asks why the goals currently in the plan are written a certain way, He comments on race and minority statuses on campus and mentions that this should be factored in to these goals.

Strategic Enrollment Committee-Mentions that they are putting a lot of thought into that comment and the representation also mentioned that you have to also look at the numbers. Mentions that first generation students are the most likely to have difficulty. So they are making sure that families that visit have translators for campus visits as just one of the ways to serve under represented populations.

Trustee Member-He accepts these criticisms but also argues that what strategies are implemented should be tailored toward the struggles minority students face.

Strategic Enrollment Committee- Representative mentions that we are absolutely mindful of this. Also, mentions that Huron is helping to gather valuable data about this issue.

Chair-He agrees. He mentions that first generation students do face harder struggles. He mentions that this puts a lot of responsibility on people to get these students to campus. Mentions the dorm room voucher program and how he thinks that is a step in the right direction. He mentions that this committee does have a daunting job and that the goals are high.

**Student Success Committee Report**-Representative mentions that discussions have occurred and some solutions were brainstormed during their meetings. Three solutions: 1.) Mentions that we need a strong partnership with community colleges. Mentions student surveys indicate that most students who leave UNC often transfer to another institution. 2.) Mentions that we need to support the Trio program here. Mentions that a large percentage of students with low GPA's are more likely to fail according to the data. Argues that focusing of first generation students is very

important. 3.) Mentions that UNC needs to increase high school contacts. Mentions that the UNC undergraduate population is composed of 84 percent of existing Colorado students. So it is important we focus on this. Mentions that 64 percent of students also want to also complete a Masters degree as well and that we should focus on that too.

- Student success committee
  - Brainstorming solutions to close gaps and improve student success
  - Reviewed data
  - 3 solutions
    - AIMS partnership
      - Ramping up work with transfers
      - Already in the works
      - Transferring to another institution: 49% of students in 2018
    - Scaling trio supports
      - Collection of federal programs that do educational outreach opportunities
      - 452 students or 23% of 2018 students came in with less than 3.0 and loss many of them within the first year and more later on
        - Anomaly
      - Look at providing trio methodology
      - Program supporting first generation students and identity intersections/underserved students
      - 10% point gap in the graduation rate of first gen students compared to non-first gen
      - Students involved in these programs do significantly better
    - Increased high school outreach
      - Offer resources for AIMS and UNC to students who this is their first choice
  - Message: if you get in here, we will graduate you prepared
  - 64% of students plan to complete master's degree
  - 25% leave for academic reasons
  - 70% of students this is their first choice, making decisions early in high school, great opportunity to get students and partner with AIMS so they are fully prepared to finish at UNC successfully
  - For students who are transferring, where are they going and why?
    - Will follow up on this

**External Engagement Committee Report**-Representative mentions that they want to make sure the title of the committee is reflective of what they want to achieve. They want to try to figure out how does the committee structure lend in the overall advancement of UNC. Mentions that they are going to try to develop some effective goals for external engagement and strategic partnerships. Mentions that they are going to try make effective and meaningful relationships. Mentions that a Denver

office for UNC is also important and that we need to make sure UNC is getting out there.

- Proposing title change to external engagement and strategic partnerships
- Conceptual not data driven
- Charters for the different committees, would like to have documents
- Avoid silos
- What a tailored plan around how to collaborate and coordinate with goals regarding impact outcome and output
- Being strategic in building relationships with those representing the school and town and then building a strategic plan
- Having a Denver presence would be important for the president and a home base and building relationships in Denver and then talk later about a broader presence of the university
- President: Lets take advantage of any opportunity for people to get together that we can

**Change Management Committee Report**-Representative mentions there are four areas of concern that the President brought up 1.)Budget 2.)Strategic enrollment and student success 3.)Organizational restructuring 4.)What are our values. Also mentioned that they discussed what does it mean to be a student focused college? Also mentions that when focusing on these four areas UNC needs to be transparent on the budget and be fiscally responsible. He also mentions that UNC needs to think differently and creatively. We are in the business of discovery as he mentioned. Mentions that the strategic planning process is absolutely essential and this is important to make sure we have a solid foundation.

- Discussed budget and strategic enrollment in student success and role of Hiron
- To what extent should we continue with Hiron vs creating own expertise
- Also discussed organizational restructuring, specifically with student affairs
- What it means to be a student focused university
- Also discussed what is our mission/vision? Who are we and where are we going, what are our values, and how does this play into how we align ourselves?
  - How to graduates and undergraduates support each other?
  - How hard is it to balance these pieces?
- Transparency of process with budget is essential, call upon community to be a part of this process
- Have to get people involved
- Process is about stabilization and solid foundation
- Budgeting and strategic success should align with who we are
- Consultants can also suck money out of the institution, we need to make sure we are targeted about how we go forward in using them
- Must hold ourselves accountable, have metrics for measurement

- Lets do thorough analysis before, “moving boxes around:”, lets take what we can learn from other institutions and align it with who we are
- Comment: important of innovation and risk, not being afraid to fail fast and cheap, learning quickly, important to be real about limitations, budget and resource and constraints. Great to talk about all these goals but we need to know what’s realistic based off of the budget

**Trustee**-Member mentions he is excited about these discussions. Also mentions that we need to be innovative and take risks to try new ideas but also mentions that we need to make sure that we are aware of our limitations and be smart about our budget limitations

**Discussion About Tenure For New Provost**-We have an action item. Discussion about tenure agreement with Mark Anderson who will serve as UNC’s new provost. Mentions that if he is terminated without cause he will automatically be granted tenure.

The board approves the motion to give Mark Anderson ten year in concordance with contract given.

9:30 AM- Adjournment