

UNIVERSITY OF  
**NORTHERN COLORADO**

**MINUTES**  
**BOARD OF TRUSTEES RETREAT MEETING**  
**September 24, 2021**  
**The Rally Hotel, Wynkoop Ballroom**

The University of Northern Colorado Board of Trustees held a retreat on Friday, September 24, 2021, beginning at 8:15 a.m. at The Rally Hotel, Wynkoop Ballroom.

Trustees present: Chair Dick Monfort, Janice Sinden, Prateek Dutta, Maia Babbs, Steve Jordan, Patricia Barela Rivera, Faculty Trustee Fritz Fischer

Officers and Administrators present: President Andy Feinstein, Vice President and General Counsel Dan Satriana, Senior Vice President of Finance and Administration Michelle Quinn, Interim Provost Lisa Vollendorf, Vice President for University Advancement Allie Steg Haskett, Interim Vice President for Student Affairs Tobias Guzmán, Director of Athletics Darren Dunn, Assistant Vice President for Information Technology Bret Naber, Chief of Staff Dan Maxey, Faculty Senate Chair Oscar Levin

**CALL TO ORDER**

Chair Dick Monfort called the meeting of the Board of Trustees to order at 8:15 a.m.

**PRESIDENTIAL UPDATE**

- Newly created Division of Diversity, Equity and Inclusion will be led by Tobias Guzman
- Recently signed a contract with Sodexo to manage UNC's dining services and expect to see those improvements in 2022
- Evaluation regarding the potential for an osteopathic school and programs at UNC is underway
- We have partnered with the City of Greeley for UNC branding and revitalizing 16<sup>th</sup> Street
- Rhonda Stryker will be on campus next week; Stryker Institute donations support an incredible scholarship program for our students

**INFORMATION ITEM**

- EAB Senior Director Rachel Tanner facilitated discussions during the annual retreat
  - Goal is to provide national and state context for enrollment trends and projections
  - Outline UNC's strategic direction for these trends (enrollment, student, and institutional success)
  - Discussion modules included (understanding enrollment competition, student expectations, expanded enrollment, and strategic differentiation)
- Module 1: Understanding Enrollment Competition. Thinking like a "Futurist"

- Attendees shared scenarios and discussed futuristic deployed learning and education
- Update on market share projections for state and national 4-year institutional enrollment, types of institutions, competition for students and projections in demographics and higher education demand
- Areas of market share with growth potential:
  - Master's degrees
  - Professional Doctorate
  - Graduate certificate conferrals
  - Adult degree completers age 25+ (some college, no degree and have re-enrolled)
  - Emphasis on HSI
  - UNC's development of an early childhood education online program to meet the demand of transitional kindergartens within educational marketplace
  - Online special education undergraduate program under development
  - Nursing exploratory programs under consideration to serve more students
- Module 2: Meeting student expectations
  - Students are looking for experiences online and a return on their investment
  - Debt averseness by students and its effect on student loans was discussed
  - Board suggested providing more counseling for financial aid and options for subsidizing the cost of education (FAFSA or audits) and financial literacy courses to educate families and explain the return on investment for a four-year education
  - Need to provide smart applications and pushing financial information across campus
- Module 3: Exploring Avenues for Expanding enrollment
  - UNC enrollment decreasing and we have used various strategies to curb decline
    - Need to adjust our strategies.
    - Ability to stabilize masters and doctoral enrollment, but not undergraduate.
      - Undergraduate growth humanities and social sciences
        - 80% of student opt into 5-6 most popular majors
        - Strategies for connectivity (succession planning, business planning, marketing to diverse populations)
        - Core of liberal arts education in the U.S. is declining
      - Students First framework was launched this week.
        - Strategic Enrollment Management structure with an admissions and recruitment task force focusing on our admissions pipeline and retention and graduation groups are focused on retention rates
- Module 4: Strategic Differentiation.
  - Students weighing traditional institutions versus a trend for alternative providers
    - Offering non-degree credentials
    - Operating on for profits platforms and marketplaces
    - Offering high-touch services (e.g., student support and career services)

- Alternative providers offer alternative credentials (e.g., badges, massive online courses, bootcamps, non-degree certificates, low-cost degrees)

### **Closing Business/Feedback**

- **The Board of Trustees asked Cabinet “What do you need from the Board?” “What goals do you want to achieve?”**
  - University needs to set goals
    - Grow our enrollment goals by “x”
    - Develop department level goals
    - Set new revised metrics
  - Redefined goals (e.g., marketing communications)
    - Programs that should be prioritized
    - Demand for our programs by students
    - Areas for growth
    - Target communications to Pell eligible or Colorado students
    - Priorities/big ideas should come from university leadership
    - New University infrastructure created changes in Advancement
      - Created new positions within the colleges
      - Use the power of the integrated communication network
      - Understand our brand better and what people interpret it to be
      - PR team becoming better at pushing out content, more than interesting stories, to support enrollment targets
  - Enrollment
    - Share our programs of distinction
    - Student experience/student profile
    - HSI is strategic
  - BOT advocacy
    - More knowledge about our work on climate and culture at UNC
    - Develop policy and programs that the stress sense of belonging
    - Greater capacity to effect change as student needs continue to evolve
    - More faculty support because of its influence in the classroom
    - Create a positive environment for faculty and staff
  - Athletics has better recruitment tools, graduation rates are 90%, students are doing great academically
    - Focus on what Athletics is doing that results in better retention rates and model it throughout
  - Develop a cohesive understanding of what a “students first” university is
    - Enhance the cultural shift of the work being done and why it’s important
    - Think more purposefully about impacts of graduation and retention numbers
    - Thoughtful and deliberate actions to involve every segment of campus
  - Student support
    - Faculty feels powerless to influence change some university issues
    - Need to clarify the identity of the university and “move” the university in a deliberate direction
  - What is our strategic differentiation?
    - Should UNC have bolder ambitions

- **Osteopathic medical school update**
  - Feasibility study, will be completed end of October
  - Support and desire for the project and potential clinical placements for our students
  - Economic impact study due to hiring of administration and staff
  - Potential upside, enrollment of ~600 students
    - College of Science impacts on UG programs (biology, nursing)
    - Medical school has a positive impact on brand identity
    - Review statutes in Colorado for medical education delivery
    - Opportunity for more HSI enrollment
  - Potential downside
    - Resource impacts
    - Maintaining a balance in our budget with higher salaries for faculty and staff
  - Next steps are to draft legislative bill allowing UNC to pursue creation of a medical school outside of the Denver area
  
- **Salary and equity committee**
  - Compensation analysis complete (now using relevant set of peers)
  - Challenge as to how do we get faculty paid in line with peers
  - How do we dovetail compensation with enrollment
  
- **Decentralized budgets**
  - Discussions on decentralize budgets
  - Managing financial decisions
  - Tie the resources in the colleges to the credit hours and revenue that they generate

**Comments for further Discussion**

- Should there be more meetings between the Board and Cabinet via Zoom to help support the President?
- How can the Board support more outreach with the Hispanic community?
- Should there be more Board engagement with faculty, students, events?

**Executive Session**

None

**ADJOURNMENT**

The meeting of the UNC Board of Trustees adjourned at 3:00 p.m.

Respectfully submitted by:

Victoria Niccum

Recording Secretary