

UNIVERSITY OF  
**NORTHERN COLORADO**

**MEETING MINUTES – November 11 and 12, 2021**  
**BOARD OF TRUSTEES MEETING**  
**Campus Commons – Multi-Purpose Room**

The University of Northern Colorado Board of Trustees held a meeting on Thursday, November 11, 2021, beginning at 1:30pm in the Campus Commons Multipurpose Room.

Trustees present: Chair Dick Monfort, Vice Chair Christine Scanlan, Janice Sinden, Prateek Duta, Maia Babbs, Steve Jordan, Patricia Barela Rivera, Faculty Trustee Fritz Fischer, and Student Trustee Rasheeda Grant.

Officers and Administrators present: President Andy Feinstein, Vice President and General Counsel Dan Satriana, Senior Vice President for Finance and Administration Michelle Quinn, Interim Provost Lisa Vollendorf, Chief of Staff Dan Maxey, Interim Vice President for Student Affairs Tobias Guzmán, and Vice President for University Advancement Allie Steg Haskett.

**CALL TO ORDER**

Chair Dick Monfort called the meeting of the Board of Trustees to order at 1:34 p.m.

**APPROVAL OF AGENDA**

Trustee Babbs moved to approve the agenda. Trustee Jordan seconded the motion. Motion carried unanimously.

**CALL TO ORDER**

**November 11, 2021 – 1:30 p.m.**

**1. Information Item**

- Osteopathic Medical School Update: Feasibility Study Report, Stakeholder Input, and Next Steps (Feinstein)
  - Findings – critical need for more physicians
  - Strengths – need for four-year osteopathic medical school
    - UNC well positioned
    - Dramatic population increases and aging physician population
    - New medical school positive economic and social impact
  - Challenges
    - Concern regarding the availability of graduate medical education outside of Denver
    - Financial support/ funding
  - Next steps

**RECESS**

The meeting of the UNC Board of Trustees recessed at 2:53 p.m.

**RECONVENE**

**November 12, 2021 – 8:30 a.m.**

The University of Northern Colorado Board of Trustees reconvened its November 11, 2021 meeting on Friday, November 12, 2021, beginning at 8:30am in the Campus Commons Multipurpose Room.

## **APPROVAL OF MINUTES**

Trustee Jordan moved to approve the minutes from June 11, 2021 Regular Meeting, September 24, 2021 Retreat Meeting and October 12, 2021 Special Meeting. Trustee Scanlan seconded the motion. Motion carried unanimously.

## **GOVERNANCE GROUPS REPORTS**

- **CSC Report (Secord)**
  - Continue to meet monthly
  - Uploaded vision and mission statement to CSC website
  - Appreciate the ongoing appreciation for build a bear up
- **Student Senate Report (Grant)**
  - Each member of student senate as well as student senate team have their own goals.
  - Working on coming up with data by developing surveys for conversations with administration

## **PRESIDENT'S REPORT**

- Strongest financial position at the University in over a decade
  - Gives ability to address longer term financial planning
  - There is a heightened sense of uncertainty among employees
    - Must take steps to address this, as each UNC employ has an important role to play and the university success, and our student success
- Turnover
  - UNC turnover rate has occurred at twice the normal rate recently and particularly concerned about the turnover among our faculty and staff of color
  - The impact of the higher-than-normal turnover is causing remaining employees to pick up the slack and many are asked to contribute to the extra work while search committees are in the process of hiring replacements
  - Similar institutions across the country are facing these challenges as well
  - Exit survey data suggest intangible considerations such as the quality of the relationship with supervisors and co-workers, work environment and flexibility, and a feeling they are valued by the organization as well as improving compensation
- Efforts to improve positions
  - Working to improve positions on parody regarding faculty compensation, including consideration of near term out of cycle adjustments, possibly occurring this spring
  - Enhanced supervisor training
  - Development of new human resource infrastructure, including the creation of a new resolution center
  - The hiring of an ombudsperson and mediator
  - Further refinement of our Administrative Service Center model
  - Student/Faculty support roles
  - More positions and other efforts aimed at fostering greater work life balance
- Osteopathic Medical School
  - Next steps include hiring a founding dean, to help develop a business model curriculum and other planning for the school and the pursuit of applicants' status for accreditation
- Enrollment
  - Engaging in recruitment work in schools and bringing students to visit campus

- New partnerships with our dean's and faculty to engage the people more directly involved in delivering our academic programs and mission

## **BOARD CHAIR'S REPORT/TRUSTEE REMARKS**

- Vice Chair Scanlan provided an update on past Student Trustee Alexis McCowan

## **INFORMATION ITEMS**

- **Students First Framework (Vollendorf)**

- Launched student first framework to improve initial work that was done over the last three years under the strategic enrollment and student success efforts
- Introduces strategic framework that is institutional wide
  - Inclusive of students, faculty, staff, deans
- Now have a strengthened approach on how we're approaching putting students first
- Goal is to advance collective efforts in improving enrollment rates, retention rates and graduation rates and improving overall student experiences
- Framework builds on the work done under the SESS rubric over past three years
  - Best practices for strategic enrollment management nationwide
  - Yields tangible results around enrollment management and student success
  - Institutionally sound structure to involve everyone from faculty and staff at the unit level to the president's cabinet
  - Structure involved four VP's and executive sponsors, a steering committee, which included the chairs from each of the task forces, and two task forces with co-chairs
    - Task force one focuses on admission and recruitment and task force two focuses on graduation and retention
    - Steering committee is comprised of CFO, Provost, Vice President of Student Affairs and Vice President of Diversity, Equity, and Inclusion
      - Students, faculty, and staff are a part of both task forces
- We have student success committed now and every college as part of the framework
  - Associate deans' working as the leads and as liaisons between the colleges and departments
  - Positions to move work forward in collaboration with faculty and staff
- The intent is for the university wide effort to serve as also a part of our institutional accreditation process
- In the process of drafting up documentation to submit to the HLC for HLC to give the imprimatur to this being UNC's quality initiative
- Student first website that has the goals as well as the accountability framework

- **Finance & Audit Committee Update (Babbs)**

- Fiscal year 2021 was an odd year due to COVID-19 there were adjustments to be made
- UNC is currently in the strongest financial position in a decade
- Fiscal year 2022 even though enrollments are likely to be lower than we had originally forecasted - still anticipating having 16 million on operating surplus and nearly \$70M cash balance at the end of fiscal year 2022.
- Debt and liquidity positions are very strong relative to history
  - Bond refinancing, received two RFPs for the bond refinancing and the pricing committee will review, discuss, and move forward
- Q1 forecast was reviewed noting key adjustment items - Federal funds are not included in the forecast
- Compensation peer set for UNC and then the comparison of our faculty and staff salaries shows UNC significantly below parity and how much it would cost and the different ways to move towards parity
- Five-year plan, which is an overview of where we could be financial and, the projections of baseline enrolments needed to achieve to support a good cash position.

- **Personnel Items (Satriana)**
  - Information item provided to the Board for exempt hires since the June 20, 2021 BOT meeting

## **ACTION ITEMS**

- **Osteopathic Medical School – approval to pursue applicant status with Commission on Osteopathic College Accreditation/initiate search process for founding dean (Feinstein)**
  - Vote on is the authorization of hiring a founding dean, to help UNC to develop a business plan, curriculum, and other planning.
  - Second vote to allow for the application status with the commission on osteopathic college accreditation

Trustee Jordan moved to approve a hiring of a founding dean, who will start on or after the state approval of an osteopathic medical school at UNC and to submit an application to the Commission on Osteopathic College Accreditation. Trustee Scanlan seconded the motion. Motion carried unanimously.

- **Employment Agreement – Head Women’s Basketball Coach Kristen Mattio (Satriana/Dunn)**
  - Agreement structured the same way as many of the other big four sports
  - Allowed to have a five-year agreement pursuant to Colorado statute
  - In additions to the base salary there’s provision for certain incentive compensation
  - Provision for payment of up to five months base salary if Coach Mattio is terminated without cause during the term of contract
  - Also, provision that provides repayment by the coach of a portion of base salary if Coach leaves during five-year term

Trustee Jordan moved to approve Employment Agreement for head women’s basketball coach Kristen Mattio as recommended and meets the requirement of C.R.S 24-19-204 (105A). Trustee Sinden seconded the motion. Motion carried unanimously.

- **Stipulation of Interests and Cross-Conveyance (Satriana)**
  - Pursuant to the Board Bylaws the Board must approve any agreement that has to do with the purchase, sale of land or the hypothecation of land owned by the University
  - Agreements between the city and the university that go back into the 60’s and recently when documents were reviewed there were some provisions in those documents that needed revision
  - Stipulation of interest in cross conveyance is to correct the one particular omission in the document so it comports with what the understanding of the parties

Trustee Sinden moved to approve the stipulation of interest and cross-conveyance. Trustee Dutta seconded the motion. Motion carried unanimously.

- **Board Policy Manual Amendments – inclusive pronouns revisions (Satriana)**
  - Not a particular specific amendment to a particular provision, but it’s a request that we make changes throughout the board policy manual to remove gendered pronouns to inclusive pronouns

- Appropriate and necessary so that we can be inclusive, as a campus and align with university values and ensure consistency throughout the board policy manual

Trustee Sinden moved to approve the stipulation of interest and cross-conveyance. Trustee Jordan seconded the motion. Motion carried unanimously.

- **Resolution regarding Vice Chair/Trustee Christine Scanlan (Feinstein)**
  - Resolution for Trustee Christine Scanlan was read

Motion to approve the Resolution Regarding Trustee Scanlan as recommended was made and seconded. Motion carried unanimously.

**EXECUTIVE SESSION** (Personnel and/or legal issues pursuant to C.R.S. 24-6-402 et seq., if necessary)  
None

#### **ADJOURNMENT**

The meeting of the UNC Board of Trustees adjourned at 10:34am

Respectfully submitted by:  
Tiffany Pendleton  
Recording Secretary