

UNIVERSITY OF  
**NORTHERN COLORADO**

**MINUTES**  
**BOARD OF TRUSTEES MEETING**  
**November 15, 2019**  
**Panorama Room, University Center**

A meeting of the University of Northern Colorado Board of Trustees was held Friday, November 15, 2019 beginning at 8:34 a.m. in the Panorama Room of the University Center.

Trustees present: Chair Dick Monfort, Vice Chair Paul Washington, Janice Sinden, Kevin Ahern, Steve Jordan, Christine Scanlan, Fritz Fischer, Malaika Michel-Fuller

Officers and Administrators present: President Andy Feinstein, Vice President and General Counsel Dan Satriana, Senior Vice for Finance and Administration President Michelle Quinn, Provost Mark Anderson, Vice President for University Advancement Allie Steg Haskett, Vice President for Student Affairs Katrina Rodriguez, and Darren Dunn Director of Athletics

**CALL TO ORDER**

Chair Dick Monfort called the meeting of the Board of Trustees to order

**APPROVAL OF AGENDA**

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

**APPROVAL OF MINUTES**

Trustee Ahern moved to approve the minutes from the September 6, 2019 Regular Meeting and the September 23, 2019 Special Meeting. Trustee Washington seconded the motion. Motion carried unanimously.

**GOVERNANCE GROUPS REPORTS**

- Student Senate Report (Michel-Fuller)
  - Student demonstrations were held on Friday, November 8<sup>th</sup>, students exercised their 1st amendment rights and voiced their opinions about campus culture
  - Student Senate is responding to concerns through an initiative called UNC Change, a campaign that increases awareness of student concerns on campus
  - An anonymous survey of the student body was performed
    - There were 250 responses and now sorting through the data and grouping themes
    - Taskforces will be formed consisting of Student Senate members, cultural centers and other areas of campus
    - Plan to develop action plans to discuss with administration
    - A common theme has been accessibility to resources and where to find them

## **PRESIDENT'S REPORT**

- Presented information on UNC's vision document
  - Spent first year listening and meeting with all faculty groups, now meeting with all staff
  - Held six Budget 101 sessions
  - Created taskforces, Student Enrollment and Student Success initiatives, and organizational design
  - Developing a vision for the future of UNC, building from the work accomplished last year that will establish a clear identity for UNC and courses of action over the next ten years
  - President will work with the President's Leadership Council to develop documents for the Board to review in June 2020
  - We now have a vision statement with five elements for working toward 2030 outcomes
    - Students First
    - Empower Inclusivity
    - Enhance & Invest
    - Innovate & Create
    - Connect & Celebrate
  - Impressed by participation of students and how much they care about the future of UNC
  - Requested that the Board provide critical input on the plan
  - Students spoke about concerns about potential HSI funding plans, diversity and inclusion and STEM issues
    - President Feinstein commented that Vice President Rodriguez has been asked to develop an HSI plan for moving the institution forward as part our work to assure that LatinX students feel welcome and that the University addresses diversification of faculty

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

- Applauded President Feinstein and others for the development and preparation of the draft of the strategic plan
- Vision is aspirational and the Board has responsibility to support the President in these plans
- Metrics next spring will help measure success, our performance, and innovation in our curriculum
- Inclusivity must be part of our resource decisions

## **EXTERNAL ENGAGEMENT AND STRATEGIC PARTNERSHIPS COMMITTEE (Steg Haskett / Kayla Tibbals / Feinstein / Satriana)**

- Governor released his proposed budget and is recommending a 2.5% increase in budget for higher education and \$1.4M for UNC under the current formula
- Recommended a salary increase of 3% for classified staff
- Engaged in meetings with JBC, Capital Development Committee, Governor and others
- President has visited every other institution in the State, building solid relationships with his colleagues
- Will be hosting a legislative preview on campus in December in conjunction with the Chamber of Commerce
- Meeting with other institutions' lobbyists and Presidents to strategize a united message about the value of higher education

- February 19<sup>th</sup> is Greeley Day at the Capitol and UNC is working with the City Manager's office to showcase Greeley and their involvement in Higher Ed
- Partnering with Senator Tammy Story who is chair of Making Higher Education Attainable Interim Study Committee and Vice Chair of Senate Education Committee
- Senator Story is helping us find more resources for teacher prep programs across the State, advocating models such as the Aim2UNC program, and a proposal of \$20M in success initiatives
- Working with the Governor's office on an educator loan forgiveness program for early childhood educators
- Co-hosting a legislative wrap-up with the Chamber of Commerce and creating an environment of advocacy for UNC and the community
- Hosting the Commission on Higher Education on campus in August providing insight on UNC
- CDC will start the funding prioritization process and we will work with them on UNC's funding priorities (e.g. boiler)
- Trustees Scanlan and Sinden attended the Governor's roadmap for containing college costs
  - Governor presented short, medium and long-term goals
  - Our student debt, which is ~\$24K is below the average and one of the lowest in the nation
- Campaign for UNC results were presented
  - Began in July 2015
  - Goal of \$45M
  - Five priorities
    - scholarships,
    - Campus Commons
    - faculty development
    - programs
    - research
  - The University's challenge was to engage 10% of our living alumni population
  - Raised \$54M (20% over campaign goal)
    - \$23M in cash/stocks/gifts
    - \$15M new pledges
    - \$6.5M in planned gift commitments
    - \$9.6M gift in kind (the most significant was a gift of land which totaled \$9.4)
    - Gifts came from 9,400 donors, friends and companies
    - Currently in the early stages of planning the next campaign as we are 18-24 months from its launch
- Current initiatives
  - Soliciting gifts on behalf of the University
    - secured new pledge for the renovation of the Women's Swimming locker room
    - received a gift commitment that provides research stipend for students in NHS
    - received gift of \$250K that will support the salary and needs of the Dean of EBS
    - Fundraising for the Alan McConnell chair in MCB, required philanthropic support to supplement the colleges budget to recruit and retain high caliber faculty of \$700K and is being used to provide a stipend for a faculty member hiring
    - Collaboration between PVA and a donor regarding replacement of our piano fleet
      - donor's aspirations for UNC to be an all Steinway university

- project is a \$1M initiative to replace pianos with Steinway branded pianos
- we have raised the majority of the dollars necessary
- this allows UNC to receive a prestigious Steinway designation
- UNC will be the only public university with this designation
- Working with Athletics on the Sports Performance Center (weight room) which is a \$3.5-4M project
  - Athletics has improved competitively
  - need a selling tool for recruiting all sports
- We have three Board members who are leaving our service
  - Governor's administration wants to be involved in Higher Ed and involved in the selection process
  - have received applications and searching for candidates
  - need new Board members with acumen in finance and business
  - desire a connection with the University
  - Governor's office is interested in new appointees who understand student debt issues
  - thanked the Board for their input on the process
  - Trustee Washington received a CEO of the Year Award

#### **STRATEGIC ENROLLMENT AND STUDENT SUCCESS COMMITTEE (Anderson / Rodriguez)**

- Presented improvement metrics for retention, fall 2019 census enrollment, fall 2020 applications, and strategies for short and long-term improvements
- Bears First Program focuses on high school students with a GPA of less than 3.0 and are assigned a proactive academic coach, provided measurable goals and feedback and engaged faculty
- Enrollment, headcount, student FTE, application and admits for Fall 2020 were reviewed and discussed
- Faculty and staff development is critical to the SESS plan
- HSI is being led by Dr. Tobias Guzman, Rudy Vargas and Katrina Rodriguez
  - Have consulted with Dr. Jordan, encouraged to review the HSI report that was created by Metro State
  - Planning committees will be formed across campus to help with the creation of a vision
  - Need to have faculty and staff mentors, hire faculty of color

#### **FINANCE AND AUDIT COMMITTEE**

##### **FY19 Preliminary Financial Statement (Quinn)**

- Statement of Net Position was reviewed, and cash balances have increased from \$39.8M to \$42.5M
- Unfunded liability for PERA has gone down by \$20M year-over-year
- Legislative Audit Committee will meet December 2nd to review our statements

##### **FY20 Q1 Financial Report (Quinn)**

- Net student revenues were budgeted at \$127M and were actually \$123.9M
- Personnel expenses were budgeted at \$136.1M and forecasted at \$133.4M
- Debt payments will be less than budgeted, due to refinancing in August

## **Housing and Dining Report (Rodriquez)**

- Budgeted revenue of \$31.7M, however forecast for FY20 is \$29.6M
- Method used to track the three types of housing contracts resulted inadvertently in double counting some of the student applications
- Tracking method has been revised to eliminate duplication
- Forecasting model
  - November to March applications are collected from new and transfer students
  - March to August historical data is collected and reviewed over a three-year period
  - Will work with enrollment on anticipated enrollment projections for opening occupancy
  - Forecasted paid equivalency (expectations for the year) by tier which is the revenue forecast we use
- Housing and Dining P&L Statement
  - Projected revenues in FY20 were \$18.1M for housing and \$13.6M in dining and a variance \$2.1M
  - Review of meal plan types and requirements to help address food insecurity
    - have seen a decline in what students are willing to pay for
    - UNC meal plans are priced below other institutions
  - Housing tiers and capacity trends were discussed
  - Fall 2019 Elasticity Study for housing shows that our tier prices have decreased while the Greeley market has increased
  - Survey students who have moved off campus to identify reasons
- Housing and Dining are the largest areas of student employment
- Will review housing tiers, optional uses for housing, and meal plan options

## **INFORMATION ITEMS:**

### **UNC Financial Condition (Quinn)**

- Fiscal year 2010-2020 forecasted cash balances are \$42.5M, which is forecasted to remain stable
- Major cash change factors from 2010-2018 were shared
- In 2019 adjustments have been made to undergraduate discounting
  - The overall discount rate (including transfer and part-time students) is forecasted to be 27% in FY20, which is down from 30% in FY18
  - State funding has increased from \$39.6M in FY18 to \$47.1M in FY20
  - Personnel and non-personnel expense reductions have been implemented, salaries have not been increased in FY19 or FY20
  - FY20 and the \$47.1M in State funding is a high point
- Key financial indicators
  - Two sets of indicators used
    - Moody's Investor Service
    - Composite Financial Index
  - Indicators are derived from data in financial statements according to GAAP
  - Since 2013 UNC's bond rating changed from A to A3
- Future financial planning
  - UNC intends to develop rolling five-year plans for both capital and technology

- Current replacement value of UNC's facilities is \$792M
- One capital project in the budget is a new \$3.8M boiler

### **Information Management & Technology Five-Year Plan Overview (Quinn / Naber)**

- Expenses focus on enterprise, academic information technology, administration and institutional reporting, infrastructure, business process automation and security
- Centralized IT staff (created efficiencies)
- Budget is \$13M and half of this budget is staffing
- Academic departments request hardware and software, most of expense is in hardware for computer labs, replacement equipment plan is five years
- Enterprise systems are consolidated and moving towards the cloud
- Security is mostly related to network appliances that monitor and correlate event information
- In FY20 IMT is proposing leases to fund core network upgrades and payments of \$400K over five years
- Technology budget is split between software, service and hardware
- Collaborating with the City of Greeley on broadband initiatives

### **Personnel Items (Satriana)**

- New exempt hirings since the June 14<sup>th</sup> meeting

### **Request of Efren Herrera Hurtado to Address Board**

- UNC Graduate student
- Concerns regarding the low wages paid to graduate assistant students
- Appreciates the tuition benefits, however the stipends paid to students are not enough to cover the cost of living and create financial burdens
- Requested that the University review policies and improve fair living stipends

### **ACTION ITEMS:**

#### **Visioning Plan Approval (Feinstein)**

- Visioning plan Rowing, Not Drifting 2030 plan to include an amendment to liberal arts language

Trustee Washington moved to approve the Visioning Plan as recommended. Trustee Ahern seconded the motion. Motion carried unanimously.

#### **Data Center and Core Network Infrastructure Lease (Quinn)**

- Proposal for infrastructure lease of \$2M of equipment (e.g. routers, switches, firewalls, storage)
- Vendors will offer 0% financing for 5 years
- \$400K of the cost will come from IT budget, is not an additional expense

Trustee Jordan moved to approve the Data Center and Core Network Infrastructure Lease as recommended. Trustee Washington seconded the motion. Motion carried unanimously.

### **Resolution Regarding Trustee Washington (Satriana)**

- Resolution for Trustee Paul Washington was read

Trustee Scanlan moved to approve the Resolution Regarding Trustee Washington as recommended. Trustee Jordan seconded the motion. Motion carried unanimously.

### **Resolution Regarding Trustee Ahern (Satriana)**

- Resolution for Trustee Kevin Ahern was read

Trustee Scanlan moved to approve the Resolution Regarding Trustee Ahern as recommended. Trustee Jordan seconded the motion. Motion carried unanimously.

### **Resolution Regarding Trustee Salazar (Satriana)**

- Resolution for Trustee Tony Salazar was read

Trustee Scanlan moved to approve the Resolution Regarding Trustee Salazar as recommended. Trustee Jordan seconded the motion. Motion carried unanimously.

### **EXECUTIVE SESSION (Personnel and/or legal issues pursuant to C.R.S. 24-6-402(3)(b)(I) et seq.)**

None

### **ADJOURNMENT**

The meeting of the UNC Board of Trustees adjourned at 2:50 p.m.

Respectfully submitted by:

Victoria Niccum  
Recording Secretary