

UNIVERSITY OF
NORTHERN COLORADO

MINUTES
BOARD OF TRUSTEES MEETING
September 6, 2019
Panorama Room, University Center

A meeting of the University of Northern Colorado Board of Trustees was held Friday, September 6, 2019 beginning at 8:35 a.m. in the Panorama Room of the University Center.

Trustees present: Chair Dick Monfort, Vice Chair Paul Washington, Janice Sinden, Kevin Ahern, Tony Salazar, Steve Jordan, 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, and Vice President for Student Affairs Katrina Rodriguez

CALL TO ORDER

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

APPROVAL OF AGENDA

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

APPROVAL OF MINUTES

Trustee Washington moved to approve the minutes from the June 14, 2019 Regular Meeting and the July 15 and July 16, 2019 Retreat Meetings. Trustee Jordan seconded the motion. Motion carried unanimously.

APPROVAL OF AMENDED FY20 BOARD MEETING SCHEDULE

Trustee Jordan moved to approve the amended FY20 meeting schedule. Trustee Washington seconded the motion. Motion carried unanimously.

PRESIDENT'S REPORT

- Participated in the Aims2UNC event, explained transition plans and dual enrollment
- September 11 is the launch of the Aims2UNC program
- Hosted a visit/tour with the Senate Capital Development Committee
- New freshman enrollment down 128 students, total undergraduate headcount down 5.6%
- New graduate students up 10% in MBA programs
- Fall-to-fall retention rates up 1% to 73% which is the highest rate in 16+ years
- Our 4-year graduation rate up 2.7% to 35.5% which is the highest in over 20 years
- Six-year graduation rates are up 5% to 52.2% which is the highest in years

- We are budgeted to spend \$1.1M from reserves this year, however housing and dining revenue is \$2.2M less than expected and reserve spending could increase to \$3.3M
- Organizational design work continued over the summer and approximately 600 employees were surveyed on how they spend their time
 - Huron also interviewed approximately 150 people and hosted focus groups
 - Campus wants UNC to have a clear identity and vision
 - Employees still have concerns about trust and want to know more about the budgeting process and use of resources
 - Employees desire more professional development for faculty and staff
 - Identified the need for more efficient processes
- There will be six strategic planning forums
- Campus is encouraged to attend the State of the University, September 10th, at 10:30 a.m. as this will be a critical and strategic event, the Board suggested combining their regular meeting date with the date set for State of the University

GOVERNANCE GROUPS REPORTS

- Student Senate Report (Michel-Fuller)
 - Of the 22 Student Senators, thirteen senators are new to Student Senate
 - Increasing awareness and education about Senate in order to maintain a strong governance body representing students
 - Hosting a Student Senate alumni reunion event, sharing graduate successes and encourage students to continue to stay involved with UNC

BOARD CHAIR'S REPORT/TRUSTEE REMARKS

- Chair Monfort read a memo to be sent to the campus community from the Board in support of President Feinstein's work during his first year in office
- The Board acknowledged the work of the President's Leadership Committee
- Encouraged by UNC's efforts and plans to eliminate the structural deficit entirely by 2021

STRATEGIC ENROLLMENT AND STUDENT SUCCESS COMMITTEE (Rodriguez/Anderson)

- Desire to evaluate the graduate skills necessary post-graduation and the importance of soft skills today versus the skills necessary to be career ready
- Discussion occurred about student preparation as adults, life skills and careers
- Evaluate curriculum for courses that advance student readiness and enrollment in career courses sooner than their junior year
- Teach students how to articulate aspects of their university involvement and employment experience to potential employers
- These attributes transfer to life skills, and contribute to their educational success
- Academic curriculum and programs (e.g. technology, writing, sciences) need to align both horizontally and vertically to support student advancement and career readiness
- Evaluating badging and micro-credentials in other areas of study helps students recognize their additional career opportunities
- Provide tool kits and program objectives for students that are customizable for individual experiences as part of career readiness

EXTERNAL ENGAGEMENT AND STRATEGIC PARTNERSHIPS COMMITTEE (Steg Haskett)

- Discussion of University legislative agenda for FY20
- Working externally to leverage relationships, to support and advocate for our students
- There is a desire in the community for more UNC presence, sharing our brand and being connected locally
- Legislative policy can help to secure resources for our students and influence policy which is important to UNC as we are the State's primary choice for future educators
- President Feinstein has spent time developing relationships at the Capitol, the Joint Budget Committee, Capital Development Committee, and Governor
- Working with contract lobbyist Kayla Tibbals as part of the government relations team
- Encouraging other state universities to work together to increase effective advocacy for higher education
- Current priorities include working with the Capital Development Committee on our request for funds for a new boiler that has been one of our capital project items
- There was discussion regarding the state funding formulas and how UNC can be involved effectively in those discussions and decisions
- The Board suggested evaluating the local legislative districts and the number of current students, alums, and constituents that live in these districts so that we could provide support of UNC by outreach to our legislators
- We need to build a stronger advocacy program with our alums who want to be involved with UNC

FINANCE AND AUDIT COMMITTEE

FY19 Enrollment and Revenue Summary (Anderson)

- Fall census for FY17 headcount was 15,374 students, FY18 headcount was 5,707 and FY19 unduplicated headcount was 15,839
- Current undergraduate population is 73% and graduate 27%
- Undergraduate and graduate student credit hours are down 2.1%
- We continue to have intentional discussions with students about their program choices and graduating on time
- UNC is looking at extended campus as an area of opportunity for growth
- Institutional financial aid focuses on in-state students and comes from state sources
- UNC needs to develop an integrated marketing approach to student recruitment
- The Board requested an analysis of WUWE discounting compared to in-state discounting (go back two years) and have more discussion with the Board
- The Board also requested more information regarding Athletics WUWE sports discounting and scholarships

FY19 4th Quarter Results (Quinn)

- Cash balance on June 30th is up year-over-year by \$2M, of that an increase of \$4M is due to continued activities being finished and related to Campus Commons
- There is approximately \$12M in capital reserves which comes from student capital fees, a portion of housing and dining, conferences, parking, and University Center

- Our risk management deductible for wind and hail damage is \$300K and we are under discussions with our broker regarding the correct balance between deductible amounts and premiums
- By July of next year we will no longer be deficit spending and will begin to re-build reserves
- The Board asked what UNC's plans are for re-building reserves versus rebuilding for the future and setting a threshold for using reserves in the future, taking into account the potential for another major recession
- At the next meeting there will be discussion on UNC's composite financial index, trends and recent information from the JBC if available, as well as information on dining and housing revenues and marketing plans consistent with student needs
- The Board asked that we re-evaluate the annual budget for dedicated IMT infrastructure and refreshes, capital projects and 10-year master plan, as well as examining what peer institutions spend in this area
- Improve on our lobbying for our capital project priorities (long and short term)

INFORMATION ITEMS:

Bachelor of Science in Nursing Program (Anderson)

- School of Nursing has requested a change in name for The Bachelor of Science in Nursing Program degree with no change in curriculum or program

Second Amendment to Optional Retirement Plan (Satriana)

- An amendment to confirm to Colorado legislature changes to the employee contribution to PERA

Personnel Items (Satriana)

- New exempt hirings since the June 14th meeting

PUBLIC COMMENTS

ACTION ITEMS:

Revisions to University President Employment Agreement (Monfort/Satriana)

- Board initiated an amendment to the President's agreement. If President were terminated without cause and retreats to the faculty, his base compensation would be paid for the three-year period of the agreement (only)
- Thereafter, faculty salary would be adjusted to the highest non-retreat salary in the college
- Also explicitly allowed engagement with outside organizations for the benefit of the University as long as no conflict of interest in doing so

Trustee Ahern moved to approve the Emeritus Faculty Recommendations as recommended. Trustee Sinden seconded the motion. Motion carried unanimously.

Board Policy Manual Amendment – Section 2-2-408 (Satriana)

- Tuition waiver as part of the cost saving measures implemented last spring, proposed changes to the current and extensive changes were shared

- Effective July 1, 2019 coverage of tuition costs will be 50% for undergraduate dependents and 0% for graduate programs

Trustee Ahern moved to approve the Emeritus Faculty Recommendations as recommended. Trustee Washington seconded the motion. Motion carried unanimously.

Emeritus Faculty Recommendation (Anderson)

- With staffing changes in Academic Affairs one faculty member was overlooked for emeritus recommendation

Trustee Ahern moved to approve the Emeritus Faculty Recommendations as recommended. Trustee Washington 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.)

Trustee Ahern moved to go into executive session for the purpose of discussion, evaluation and compensation of the President. Trustee Washington seconded the motion. The motion carried unanimously.

Trustee Washington moved to come out of executive session. Trustee Jordan seconded the motion. The motion carried unanimously.

ADJOURNMENT

The meeting of the UNC Board of Trustees adjourned at 12:50 p.m.

Respectfully submitted by:

Victoria Niccum
Recording Secretary