



Board of Trustees
Board of Trustees Retreat
October 6, 2023
8:00 a.m. to 3:00 p.m.
The Rally Hotel
Denver, Colorado

MINUTES
DRAFT

Trustees Present: Dick Monfort (*chair*), Steve Jordan (*vice chair*), Greg Anton, Maia Babbs, Prateek Dutta, Annette Martinez, Jazmin Martinez, Angela Vaughan

Trustees Absent: Patricia Barela Rivera

University Staff Present: Andy Feinstein, Jennifer Almquist, Darren Dunn, Kirsty Fleming, Tobias Guzmán, Cedric Howard, Dale Pratt, Lori Riley, Dawit Senbet, Allie Steg Haskett

Invited Guests: Lauren Peach (Colorado Attorney General's Office), Kayla Tibbals (Nexus Policy Group)

I. Call to Order

Board Chair Dick Monfort called the meeting to order at 8:29 a.m. Chief of Staff Jennifer Almquist noted the roll and verified a quorum.

A motion to approve the agenda was made by Vice Chair Steve Jordan and seconded by Trustee Maia Babbs. The agenda was approved by all board members in attendance.

II. Welcome and Opening Comments

Chair Monfort welcomed trustees and staff to the retreat and provided an overview of the intended outcomes for the day. President Andy Feinstein added that he looked forward to having generative conversations on two important topics: the interplay between the budget and enrollment, and sustaining progress on the university's strategic plan.

III. Discussion Items

a. Budget and Enrollment Landscape

Vice Presidents Cedric Howard and Dale Pratt shared an overview for the first discussion item, which they said provided an opportunity to discuss the connection between the university's enrollment portfolio and operating budget. They offered several prompts for discussion, and

then trustees and staff engaged in small group discussions at separate tables. Howard and Pratt reconvened the group for a large group discussion, which included conversation about opportunities, implications, and costs of various enrollment strategies. The discussion included an emphasis on student needs and the institutional strategies that would be responsive to those needs.

Howard then provided an update on development of the university's strategic enrollment management plan and introduced a set of proposed goals and strategies for the next phase of work. Trustees and staff engaged as a large group in a discussion about the proposed goals.

b. Strategic Plan Implementation

Provost and Executive Vice President Kirsty Fleming introduced the discussion item, which she said was designed to support the development of key actions and tactics for the next phase of the *Rowing, Not Drifting 2030* strategic plan. She shared proposed themes, offered several prompts for discussion, and then trustees and staff engaged in small group discussions at separate tables. Fleming reconvened the group for a large group discussion, which included conversation about several of the proposed themes.

Kayla Tibbals, lobbyist for the University of Northern Colorado, provided an update on efforts to establish an osteopathic medical college, which is a priority identified in the strategic plan. Tibbals spoke about plans to introduce legislation seeking state support for the project. Trustees and staff engaged as a large group in a discussion about how to position the university for success.

IV. Executive Session

Chair Monfort sought a motion to take the board into executive session. A motion was made by Vice Chair Jordan, seconded by Trustee Dutta, and approved by all board members in attendance.

Chair Monfort asked Legal Counsel Lauren Peach to make the following announcement to end the public portion of the meeting:

"Pursuant to §24-6-402(3)(a)(II), (b)(I) C.R.S. the University of Northern Colorado Board of Trustees will go into Executive Session to receive legal advice regarding the status of a personnel matter."

Chair Monfort noted that no action would be taken in executive session. He added that at the end of the executive session, the board would return to the public meeting in order to adjourn. The Board invited Legal Counsel Peach to join the executive session.

Following the executive session, Legal Counsel Peach provided public record of affirmation regarding the executive session.

V. Adjournment

With no other discussion or business after the conclusion of the executive session, Chair Monfort adjourned the meeting at 3:20 p.m.