



MINUTES

Trustees Present: Dick Monfort (chair), Steve Jordan (vice chair), Greg Anton, Maia Babbs, Brenda Campos-Spitze, Prateek Dutta, Fritz Fischer, Annette Martinez, Audra Yocum

University Staff Present: Andy Feinstein, Jennifer Almquist, Darren Dunn, Tamra English, Kirsty Fleming, Keith Humphrey, Harmony Newman, Dale Pratt, Lori Riley, Allie Steg Haskett

Call to Order

Board Chair Dick Monfort called the meeting to order at 8:30 a.m. General Counsel Tamra English noted the roll and verified a quorum.

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

I. Welcome and Opening Comments

Chair Monfort welcomed the trustees and cabinet and noted that the retreat will be an interactive discussion with no action items. He welcomed new member of the president's cabinet, Harmony Newman, and new student trustee, Audra Yocum.

President Feinstein welcomed all attendees and noted that the purpose of the retreat is to provide time for focused discussion, strategic planning, and thoughtful reflection on key issues. He outlined changes in the higher education landscape at the federal and state levels to include funding, civil rights enforcement policies, and caps or elimination of major student loan programs, which directly impact UNC's ability to recruit and retain students, support faculty and staff, and remain competitive with peer institutions. He also noted that Governor Polis has called a special legislative session for August 21, 2025, to address the state budget shortfall.

Feinstein noted momentum in the *Rowing, Not Drifting 2030* strategic plan with work to stabilize enrollment, the university's R2 designation, opportunities for academic expansion, and progress on the proposed College of Osteopathic Medicine. He asked for the board's strategic leadership on scenario planning, risk assessment, and exploration of new opportunities.

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II. Discussion Items

A. Scenario Planning: Budget and Resource Management

Vice President Dale Pratt lead the discussion with an overview of FY2026 to include revenue indicators, budget management requirements, financial factors and scenarios beyond FY2026. He outlined stable assumptions for revenues and expenses, opportunities for improvement, state fiscal management challenges, and federal policy implications on financial aid funding.

Pratt also outlined the fall 2025 enrollment outlook, new student orientation data, transfer numbers, graduate enrollment data, room and board revenue, changes in presentation of housing options to students, budget management requirements, cost-savings budget assumptions, organization structure changes, strategies for reduction in expenses, opportunities for improvement, the proposed College of Osteopathic Medicine's impact on related program enrollment, fundraising factors, state fiscal management challenges, and federal policy impacts on enrollment in higher education.

Discussion included the TREP (educator preparation) and Ascent program impacts on UNC enrollment and revenue, program services and access, background of students in the TREP program, graduate enrollment strategies and cycle factors, graduate assistantship costs, extended campus function in recruitment of graduate students and program development, graduate and undergraduate cost of instruction, peer institution graduate enrollment numbers, status of reduction in Pell grants for enrollment less than 15 credit hours, importance of keeping students informed on Pell grant changes, federal changes impact on international students, housing statistics, marketing of UNC housing, retention rates for students living on campus, flexible housing pricing structures, medical student housing needs, housing tracking programs, maintenance cost for housing, and initiatives to encourage students to live on campus. Additional discussion included anticipated number of faculty searches; academic program planning; distribution percentages of tenure, tenure-track, and contract-renewable faculty; maximizing student credit hour production; and the composition of university employees.

B. Looking Ahead: Opportunities for Development

Provost Kirsty Fleming presented the agenda item and outlined the scope of development opportunity areas, new programs, and program restructuring. She introduced an activity to prompt thinking about how UNC can leverage the proposed College of Osteopathic Medicine asking each table to generate ideas to share with the larger group.

Discussion included opportunities to cross-teach, expansion of health programs and enhancement of programs currently offered, marketing efforts, process planning to make decisions based on current discussions, current conversations within colleges, academic affairs progress on current projects, campus discussions, and the importance of collaboration and communication with stakeholders. Fleming noted that she would use input received to inform discussions already underway in the Division of Academic Affairs.

III. Executive Session

Chair Monfort asked General Counsel English to make the following announcement to take the Board into executive session:

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

Chair Monfort sought a motion to take the Board into executive session. Vice Chair Jordan made a motion, which was seconded by Trustee Babbs and approved by all board members in attendance. The Board invited President Feinstein, General Counsel English, and other relevant staff to join the executive session. The Board entered executive session at 12:10 p.m.

IV. Closing Comments and Next Steps

Chair Monfort thanked the trustees and staff for participating in thoughtful discussion throughout the day.

Adjourn

With no further discussion or business, Chair Monfort asked for a motion to adjourn the meeting. A motion was made, seconded, and approved by all board members in attendance. The meeting was adjourned at 2:03 p.m.