



UNIVERSITY OF
NORTHERN
COLORADO

Board of Trustees
Board of Trustees Retreat Meeting
October 18, 2024
8:30 a.m. to 3:00 p.m.
The Rally Hotel
Legends Hall, Alcove Boardroom
Denver, Colorado

MINUTES

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

University Staff Present: Andy Feinstein, Jennifer Almquist, Darren Dunn, Tamra English, Kirsty Fleming, Britney Kyle, Dale Pratt, Lori Riley, Allie Steg Haskett

I. Welcome and Opening Comments

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

Chair Monfort welcomed Trustee Brenda Campos-Spitze as the newest member of the Board of Trustees.

A motion to approve the agenda was made by Trustee Annette Martinez and seconded by Trustee Maia Babbs. The agenda was approved by all board members in attendance.

President Feinstein welcomed the trustees, thanked everyone who attended the October 15, 2024, State of the University Address, and noted a recording of the event will be available online. He noted that the purpose of the retreat is to allow time for focused discussion on strategic planning, enrollment, the university's organizational structure, and UNC's competitive edge. Feinstein encouraged robust conversation and stated the meeting provides an opportunity to offer perspectives and ideas and ask questions to help guide the university's work in the coming year.

Discussion included opportunities to build on the momentum of the proposed UNC College of Osteopathic Medicine and to continue to build strong partnerships with the City of Greeley.

II. Discussion Items

A. Current Financial and Enrollment Landscape

Vice President Dale Pratt led the discussion with a summary of actual results from FY2024, including some of the factors that resulted in a variance between the third quarter forecast and the final numbers for the end of the fiscal year. He also reviewed the current enrollment landscape and outlined variances in the forecast versus actual numbers for enrollment, fees, and financial aid, and he shared highlights from the census of fall 2024 enrollment. Pratt spoke about the impacts of the university's financial position and the outlook for FY2025.

Discussion included cash balances, enrollment trends and the university's approach to strategic enrollment management, financial aid awarding, and recruitment and retention efforts. In response to discussion about trends in faculty and staff salaries, Pratt noted that the topic will be included on the December Board meeting agenda.

B. Strategic Plan Phase III Implementation

President Feinstein introduced the topic with an overview of his priorities for the academic year to include continuing to fulfill the university's commitment as a Hispanic Serving Institution (HSI), supporting research activities, maintaining progress toward establishing the UNC College of Osteopathic Medicine, and continuing to engage with a wide array of partners and stakeholders. He then asked Provost Kirsty Fleming to provide an overview of key actions and tactics for Phase III of the strategic plan.

Fleming outlined plans for Phase III implementation over the next two years to include plan timelines, themes, and tactics that will build on achievements in the first two phases and continue momentum on the university's strategic priorities. She also spoke about the robust, university-wide engagement processes that informed the development of Phase III priorities, which included in-person and virtual town halls and a university-wide survey. She provided additional information about HSI initiatives, including UNC's commitment to continue to identify grant funding opportunities. Fleming outlined the importance of the Institutional Planning Group, which is charged with coordinating work across institutional-level planning efforts and monitoring progress toward goals using qualitative and quantitative measures. She also noted that the university continues to track a number of other key metrics to inform daily work and decision making. Fleming then encouraged discussion about the Phase III priorities.

Discussion included how to prioritize implementation across Phase III including timing, breadth, and depth; how to continue to encourage broad engagement in implementation; and the importance of remaining nimble. There was also more focused discussion on a number of

proposed Key Actions and Tactics, including how to best position UNC for success over the next two years.

C. Organizational Structure

President Feinstein introduced the topic and summarized plans and priorities for organizational changes and plans to fill leadership vacancies. He noted several changes to divisional structures including the alignment of all functions of enrollment management to create a more seamless student experience and realize the university's recruitment and retention goals; a reorganization to better support student success outside the classroom and advance our commitment to diversity, equity, and inclusion by realigning the cultural and resource centers with the Division of Student Affairs; and a move to allow a chief diversity officer to focus on university-wide institutional diversity, equity, and inclusion efforts. He also spoke about changes within the Division of University Advancement, including ensuring alumni engagement is aligned with career development functions to continue support for students throughout their time at UNC and as alumni and to effectively foster our connections with employers. Additionally, he spoke about reimagining UNC's Extended Campus and international strategy and programs to increase student engagement and enrollment.

Feinstein also updated the trustees on the two upcoming executive searches for a chief diversity officer and a vice president for student affairs noting that both would be launched by the end of the calendar year.

Discussion included the rationale for the outlined organizational changes and the importance of making adjustments to support the university's ability to realize its strategic priorities. Trustees also discussed the importance of collaboration with a wide array of partners, including the UNC Foundation Board of Directors, in support of the university.

D. Strategic Enrollment Management

Provost Fleming introduced the topic and began with an update on the strategic enrollment management (SEM) planning history and process, next steps, and where UNC is seeing enrollment growth. She then spoke about SEM goals, tactics, and strategies to align with the university's priorities and the impact on recruitment, retention, persistence, and graduation rates. She also highlighted the work of the SEM Steering Committee to review proposed tactics and identify themes. She provided as an example of UNC's exploration of strategies to support enrollment a net price calculator to help students determine actual costs for their education, which can also be used by the university to estimate student aid and provide award information earlier.

Discussion included opportunities and challenges of various enrollment optimization strategies, the transition of enrollment management functions to the Office of the Provost, creation of additional certificate programs, graduate education, nontraditional students, reduced credit hour degrees, and the importance of maintaining alignment with current higher education trends.

E. UNC's Competitive Edge

Vice President Allie Steg Haskett introduced the topic, defined the university's competitive advantage based on its core attributes, and led a discussion about what makes UNC distinct amongst its competitors. She also spoke about ways to market UNC and to continue to define the university's competitive advantage. Steg Haskett outlined recommendations from the 2022 UNC brand audit and spoke about work over the past two years to implement those findings. As an example, she shared new marketing collateral and spoke about how it is being used to communicate the university's brand message and the programs and services that exemplify the UNC's priorities and values.

Discussion included personal UNC branding strategies, what makes UNC distinct, tactics to build awareness about what UNC has to offer, the importance of identifying and clarifying UNC's competitive advantage, and what resources would be helpful to assist in brand awareness.

III. Executive Session

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

"The University of Northern Colorado Board of Trustees will go into Executive Session to receive legal advice regarding legal issues pursuant to C.R.S. 24-6-402(3)(a)(II) and personnel issues pursuant to C.R.S. 24-6-402(3)(b)(I)."

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 present. The Board invited President Feinstein, General Counsel English, and other relevant staff to join the executive session.

Following the executive session, General Counsel English provided public record of affirmation regarding the executive session.

Adjourn

With no further business, Chair Monfort adjourned the meeting at 3:17 p.m.