

UNIVERSITY OF  
**NORTHERN COLORADO**

**MINUTES**  
**BOARD OF TRUSTEES SPECIAL MEETING**  
**September 25, 2020**  
**Virtual via Zoom**

A meeting of the University of Northern Colorado Board of Trustees was held Friday, September 25, 2020, beginning at 8:30 a.m. via Zoom.

Trustees present: Chair Dick Monfort, Vice Chair Christine Scanlan, Prateek Dutta, Maia Babbs, Steve Jordan, Janice Sinden, Fritz Fischer, Alexis McCowan

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

**CALL TO ORDER**

Chair Dick Monfort called the meeting of the Board of Trustees to order at 8:30 a.m. The agenda was amended to discuss a Statewide Higher Education Advocacy Initiative to be presented by Trustee Jordan after approval of action items.

**Public Comment Instructions**

- If anyone has public comment on the action item for the Revised FY21 Budget, the Q&A icon is located at the bottom of the screen.
- To make comment click on Q&A icon and type in your name and make the comment you would like for the Board to review before they vote on the revised FY21 budget.
- Public comment can be made at any time during the meeting using the Q&A function and any public comment made will be reviewed by the Trustees before the vote on the revised FY21 budget.

President Feinstein explained that the Board is convening for a special meeting to approve the revised FY21 budget. Prior to doing so he asked the Associate Vice President for Administration Blaine Nickeson to give a brief update on the impact of Covid-19 at UNC.

**Covid-19 Update (Nickeson)**

- Throughout the spring and summer, the UNC Coronavirus Task Force managed the response to the evolving pandemic.
- Currently the virus has been manageable, and we continue to take proactive steps to do so.
- Symptomatic students, faculty and staff have been tested through the Student Health Center.
- Rapid antigen testing (that delivers results within 15 minutes) is now being used but supplies are limited.

- Surveillance testing will be used for two high risk groups 1) student athletes and 2) students living on campus.
- Surveillance testing will begin in the near future to test a quarter of our residential students each week and most student athletes will be tested either weekly or every other week.
- Currently, nine COVID-positive individuals on campus are being monitored.
- Eighty isolation and quarantine rooms have been designated on campus and the highest number of rooms used to date is 14.
- Through contact tracing and case management we have not detected any new cases of the virus, which is due, in part, to masking, distancing and cleaning protocols.
- UNC was one of three institutions that met with leadership in the Governor's office, Department of Higher Ed and the Department of Public Health and Environment to provide input for COVID monitoring and mitigation protocols.

President Feinstein explained that with due to the unique circumstances of the pandemic and its financial implications, additional budget analysis and planning have occurred.

- At this time there will be no additional cost cutting measures across the board (temporary pay reductions.)
- Currently projections indicate that we will end this year with reserves near that of FY2019 year end.
- We spent \$6 million from reserves and saved and reinvested expenses so we are better equipped to navigate financial uncertainty and revenue shortfalls.
- The decline in enrollment of first-time full-time students was greater than anticipated, which caused an adverse effect on revenue.

## **ACTION ITEM – Revised FY21 Budget**

### **Fall 2020 Enrollment (Anderson)**

- Enrollment for Fall 2020 is 10,982 students, which is down 10.3% from fall 2019
- Undergraduate enrollment is composed for four categories
  - New first-time full-time students 1,362 (down 25%)
  - New transfer students 598 (down 13.5%)
  - Returning students 5,573 (down 6.3%)
  - Non-degree seeking students (high school students taking courses)
- Graduate enrollment at census was 2,847 (down 2.4%)
  - New and returning students were relatively flat and consistent with projections
  - International students 32 (down 22%)
  - Non-degree seeking students 242 (down 15%)
- Have hired a new Associate Vice President for Research and Dean of the Graduate School, Dr. Jeri Lyons, and Director of Sponsored Programs Chris Saxton
- A search has begun for a new Executive Director for Extended campus

### **Revised FY21 Budget (Quinn)**

- Finished FY20 better than anticipated due to Covid-19
- Added \$6.6M to our reserves, \$4M in lost revenue (related to conferences, events and auxiliary enterprises that did not occur over the spring and summer)
- Expenditures were 9% below budget and a positive increase to operating reserves of \$6.6M

- Traditionally our budget has been \$200M and we are projecting \$182.5M
- Anticipate using \$6M in reserves in FY21
- FY21 Revenue Summary was reviewed
  - Total student revenue down \$13M
  - Total non-student revenue down \$9.2M
  - Total operating revenue down \$22.3M
- Tuition discounting
  - In FY21 we anticipate undergraduate discount packages to be 26.7% and graduate 14.4%
  - There was further discussion regarding scholarships, financial aid, discounting, and net tuition revenue
  - The Board requested periodic updates on discounting, retention, and attrition of students
- Expenses
  - Revised budget for FY21 is \$182.5M
  - Anticipate \$123.1M in personnel expenses (savings due in part to early retirement incentives, layoffs)
  - Reviewed savings by division
  - Personnel expenses are trending downward -7% as a result of early retirement in 2019
  - There have been some positions filled that were vacant much of last year
  - Student wages are down 9%
  - Will use \$24.5M in Cares Act funding
  - Anticipate ending FY21 with \$42.5M in cash reserves
  - Non-personnel expenses appear higher and will require more time to evaluate, we did experience some expenses due to the pandemic and increased technology

### **Next Steps**

- Enrollment Management (Medina/Fedorchak/Troxclair)
  - Developing core strategies for:
    - Virtual and on campus visits for prospective students and families
    - Onboarding and transition strategy for registration and orientation
    - Merit and need based aid
    - Outreach plans for counselors unable to travel due to Covid-19
    - Admissions team has re-visited the organizational structure
    - Stop-out recruitment plans
    - University cross-functional retention activities
  - Anticipate an increase in spring 2021 enrollment
  - Working with enrollment to enhance communication strategies to increase prospective students
  - Developing content specifically for targeted segments and also programmatic and demographic targeting to streamline communication
  - Visual storytelling will become an important priority for recruitment and will showcase the university's brand and personality using testimonials, video tours, showcasing faculty research, and our diversity and inclusion
  - Recommendation that Faculty and Admissions resources work together on enrollment and recruitment data, in turn benefitting the colleges and department areas
  - Planning to conduct new brand and research audits

- Housing and Dining Update (Rodriguez)
  - Room and Board revenue is anticipated to be \$21.5M
  - A reduction of \$3.4M in personnel and non-personnel expenses
    - In March there were fewer students eating meals, which minimized operating expenses, as there were only 500 students who continued to live on campus
  - Concern was expressed as to how long we can continue to sustain the levels of operations that we have right now without increased occupancy
    - Suggested price quantity analysis on major consumables due to price increases and quantity savings
  - Cost savings measures
    - Residence hall closures of Gordon, Decker and Belford Halls
    - Front desk closures and reduction of services (mail sorting and delivery)
    - Personnel reductions, including student employment
    - Temporarily closed MCB Coffee Corner, Pie Café and TK Dining Hall
    - Limited catering and have paused concessions
  - Covid-19 related impacts
    - Wilson Hall is currently single room housing only
    - Hanson Willis is being used for Covid-19 quarantine and isolation

Trustee Jordan moved to approve the Revised FY21 Budget. Trustee Sinden seconded the motion. Motion carried unanimously.

#### **Statewide Higher Education Advocacy Initiative (Jordan)**

- Effort being led by Elaine Berman, former member of the Board for Metropolitan State in Denver and former member/chair of the Denver school Board and active in education issues
- Draft of the concept paper was conceived to create an outside advocacy group of trustees around institution funding and other issues that are important to Higher Education
- Positive work has been done by the President around common concerns about the higher education budget and the funding formula that has advanced the interest of all institutions
- Currently, there are volunteer members of the advisory group from every institution except for Fort Lewis and Western
- Competition and lack of collaboration between the universities is an issue and there was no voice at the Capitol to advocate for the system beyond institutions advocating for themselves
- Formation of an advocacy group would raise the awareness with the general public about the importance of higher education in Colorado
- Group extended an invitation to CCHE Angie Paccione to participate as a member of the advisory group (which she has accepted)
- Timing is good and there is interest in the leadership, executive leadership and Commission to find new ways of engaging

Trustee Jordan moved to approve UNC joining the alliance of governing boards and that Dr. Jordan represent UNC as an institution within the group. Trustee Babbs 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 11:25 a.m.

Respectfully submitted by:

Victoria Niccum  
Recording Secretary

DRAFT