Golden, Colorado

President

Leadership Profile

December 2014
Search for Mines’ 17th President

The Opportunity

The Colorado School of Mines seeks a highly visible, entrepreneurial president with a compelling vision for educating the next generation of engineers and scientists, someone who understands both academia and industry, and has successful management and leadership experience, and an understanding of the challenges facing public universities.

The next president will inherit an institution that has benefited from strong leadership, solid financial health, successful fundraising, significant growth and momentum, and a recently finalized 10-year strategic plan that continues our long-standing commitment to transforming the lives of our students and people around the world through fulfillment of our earth, energy, and environment-focused mission.

The next president will have a high degree of personal integrity and energy, the expertise to maintain Mines’ core areas of strength, and the drive to strengthen those disciplines for which Mines has not historically been well-known and enhance the global stature of this engineering and science public university as a world-class research institution. The new president will bring ideas and commitment that will energize and resonate both on and off campus with students, faculty, staff, alumni donors, and community leaders. The next president of Mines should hold a distinguished record of executive and academic accomplishment reflecting:

• Extensive senior executive administrative experience and skills with a proven record of sound fiscal, organizational, and management practices
• Ability to build and maintain strategic relationships with industry, alumni, and community leaders
• Ability to identify and lead new and creative funding models and marshal and optimize resources in a changing global economy and public higher education environment
• Experience in successfully leading the implementation of a strategic plan in a complex organization
• Demonstrated commitment to diversity and inclusion
• Proven success in fundraising; the capacity to represent the university to donors and to lead a substantial ongoing development campaign
• Ability to serve as the university’s principal spokesperson with well-developed political and diplomatic skills; adept at representing the institution’s missions and goals regionally, nationally and internationally
• An understanding of the importance of the graduate and undergraduate student experience and issues facing higher education
• Ability to foster and grow the research enterprise and the infrastructure to support it, ensuring its quality and competitiveness
• Ability to recruit high quality talent and a record of building, empowering and mentoring a strong, skilled and collaborative leadership team
Qualifications and Personal Characteristics:

- A strategic, visionary and transformative thinker with a global perspective about higher education, its roles in society, and how to foster access, affordability, and excellence in education, including leveraging innovative techniques to promote effective learning and preparing students for success in all aspects of life
- An earned PhD in engineering or science preferred
- Personal integrity, transparency, resilience, and perseverance plus a sense of humor
- Passion and intellectual energy to be involved in all aspects of university life

Overview & History

The Colorado School of Mines is a public research university offering bachelors, masters, and doctorate degrees designed to address today’s earth, energy, and environmental challenges.

In 1874, the Legislative Assembly of the Territory of Colorado passed the bill that would establish the School of Mines as a public institution. That was fifteen years after gold had been discovered in Colorado, and a time when mining and highly skilled and educated engineers and scientists were vital to the West’s economy. By statute Mines remains “a unique mission in energy, mineral, and materials science and engineering and associated engineering and science fields” (C.R.S. 23-41-105), and over the last 140 years Mines has grown into a research university known worldwide for the quality of its programs and graduates.

Mines has the highest admissions standards of any public university in Colorado and among the highest of any public university in the nation. The Mines curriculum is broad and rigorous with an emphasis on hands-on experiences and collaborative approaches to problem solving. Three colleges convey Mines’ areas of education and research designed to address global critical needs: the College of Earth Resource Sciences and Engineering, the College of Applied Science and Engineering, and the College of Engineering and Computational Sciences.

Mines has seen a 60% increase in total student enrollment over the last 10 years, with Fall 2014 breaking the record at 5,795 students (including 1,290 graduate and 122 non-degree students). This growth has led to significant investment in people and infrastructure, with Mines seeing a 36% increase in faculty hiring in the past three years, along with $230 million in construction during that time. The ability to grow is due in large part to three consecutive years of record-breaking fundraising, with the Transforming Lives campaign at 70% ($244 million) of the $350 million goal.

Mines is located at the base of the Front Range of the Rocky Mountains and along Clear Creek in Golden, Colorado, just 70 miles east of world-class ski resorts, gushing whitewater rivers, and stunning hiking
and mountain biking trails. Golden is 15 miles west of the capital city of Denver, one of the fastest-growing metropolitan populations in the country, with acclaimed art museums, a vast performing arts complex, and eight professional sports teams.

**Student Profile**

Undergraduate admissions at Mines is highly selective. Nearly 13,000 students vie each year for 950 spots in the freshman class. Mines freshmen average scores are 1320 on the SAT, 30 on the ACT and a 3.8 unweighted GPA. Undergraduate enrollment for FY15 is 4,383. This year, 26.7% of students are women, 16.1% self-identify as ethnic or multi-racial, and 11.8% are international students.

1,290 graduate students from around the world create a stimulating environment that enriches the Mines educational experience. Modern research facilities including 43 specialized centers, a strong interdisciplinary teaching and research focus, and lower student-to-faculty ratio offer a personalized education and encourage students to investigate problems from real-world perspectives.

Mines’ reputation and high admission standards, as well as its alumni network in industry, government and academic institutions, contribute to a high placement rate. Over the past 9 years, the overall outcomes for BS graduates have averaged between 85% - 95%. The overall average starting salaries for Mines graduates have continued to be some of the highest in the country, with this year’s averages at $67,540 for BS graduates, $77,768 for MS graduates, and $86,982 for PhD graduates.

The student population is very active and engaged. Approximately 50% of undergraduates live on campus in our residence halls, apartments, and fraternity/sorority housing. Membership and participation in student organizations continues to grow, with most students involved in one or more of our 175+ recognized student organizations. Additionally, over 80% of our undergraduate student body participated in at least one intramural activity in the 2013-2014 academic year.

Mines is a NCAA Division II university and one of the most competitive schools in the Rocky Mountain Athletic Conference (RMAC) sponsoring Football, Women’s Volleyball, Men’s and Women’s Soccer, Men’s and Women’s Cross Country, Men’s and Women’s Basketball, Wrestling, Men’s and Women’s Swimming, Men’s and Women’s Indoor and Outdoor Track, Men’s Golf, Baseball and Softball. In the last two years Mines Athletics achieved the following:

- Winner of RMAC All Sports Cup championship in 2013
- 11 Coach of the Year honorees
- 14 Teams ranked in the Top 25 nationally
- 56 All-American honorees
- 19 RMAC payers of the year
- 4 RMAC conference championships and 4 RMAC tournament championships
- 7 RMAC Brechler Award winners for highest team GPA in conference
- 5 Summit Award winners for highest individual GPA in RMAC conference
Research

Mines embraces engineering, the sciences, and associated fields related to the discovery and recovery of the Earth’s resources, the conversion of resources to materials and energy, development of advanced processes and products, fundamental knowledge and technologies that support the physical and biological sciences, and the economic, social and environmental systems necessary for a sustainable global society.

- Over the past 6 years, research at Mines has doubled, reaching a high of $62 million in FY13
  - Nearly half of Mines research is sponsored by industry or other non-governmental organizations.
- Mines is home to multiple national research centers and collaborations
  - ConocoPhillips Center for a Sustainable WE²ST
  - Critical Materials Institute
  - Colorado Center for Advanced Ceramics
  - Renewable Energy Materials Research Science and Engineering Center (REMRSEC)
  - ReNUWit: the Urban Water Center
  - Nuclear Science and Engineering Center
  - Reservoir Characterization Project
  - Advanced Steel Processing & Products Research Center
  - Colorado Fuel Cell Center
  - Center for Wave Phenomena
  - Unconventional Natural Gas and Oil Institute
  - Colorado Center for Renewable Energy Economic Development- partnership with NREL, CU Boulder, CSU
  - Earth Resources Institute: Policy Analysis for Earth, Energy, & Environment

- Invention disclosures and patent applications have doubled in the last three years.

Academic Programs

Specialized and focused, Mines is a unique research university with an extensive array of programs offered by the following colleges and departments:

College of Applied Science and Engineering

Chemical and Biological Engineering
Chemistry & Geochemistry
Metallurgical & Materials Engineering
Physics
College of Engineering & Computational Sciences
Applied Mathematics & Statistics
Civil & Environmental Engineering
Electrical Engineering & Computer Science
Mechanical Engineering

College of Earth Resource Sciences and Engineering
Economics & Business
Geology & Geological Engineering
Geophysics
Liberal Arts & International Studies
Mining Engineering
Petroleum Engineering

Overall, Mines employs a multidisciplinary approach to solving the world's most pressing earth resource, energy, and environmental challenges. Our faculty collaborate across disciplines and departments to develop novel approaches to research that offers promising results, and use innovative methods to engage and educate the next generation of scientists and engineers.

Strategic Plan 2014

With broad campus involvement, a ten-year strategic plan was developed and approved by the Board of Trustees in late 2013.

Mission: Education and research in engineering and science to solve the world’s challenges related to the earth, energy and the environment.

Vision: Mines will be the premier institution, based on the impact of its graduates and research programs, in engineering and science relating to the earth, energy and the environment.

Values: A student-centered institution focused on education that promotes collaboration, integrity, perseverance, creativity, life-long learning, and a responsibility for developing a better world.

Goals:

1) Enhance the distinctive identity and reputation of Mines.
2) Build upon a student-centered campus culture of excellence, inclusion, diversity, and community.
3) Build and diversify revenue streams and auxiliary enterprises.
4) Develop and support campus infrastructure and processes to match Mines’ aspiration to become a top-tier engineering and science institution.
Accolades

- Mines ranked 22nd nationally for most bachelor’s degrees awarded in engineering.
- USA Today recently named us as the #1 engineering school in the country, as did College Factual.
- Mines ranked in the Top 10 of the Wall Street Journal’s top early career salaries list.
- Mines ranked number 38 in the U.S. News and World Report’s 2015 Top Public School rankings.

Finances

The Colorado Schools of Mines revenue budget for the fiscal year 2014 - 2015 is $286 million, a 9 percent growth over the prior year. About 49% of the operating revenues are derived from tuition and fees, 26% from research and financial aid, 11% from our donors, 9% from auxiliary enterprises and other operations, and 5% is supported by general revenues of the State. Annual total cost of attendance per FTE (tuition, fees, room and board, and other expenses) for in-state students is $31,470 and $48,097 for out-of-state students.

Funding from the state of Colorado is received in two forms: a stipend that is provided to undergraduate residents on a per credit-hour basis as well as through a fee-for-service contract whereby the State purchases certain high-cost undergraduate and graduate services from the university. Over the last 10 years, funding from the state has been volatile and in fiscal year 2015, we anticipate to receive $18.7 million from the state, which is at the same level that was received in 2006. Given the volatility, tuition has become more of an integral part of revenue to fund our operations. Tuition increases for the last five years have ranged from 2.75% to 9%. To alleviate tuition and fees owed by our students, the university is committed to providing aid to our students that recognizes both their academic achievements as well as their need. Our discount rate on total tuition revenue for our incoming students remains relatively steady at 25%.

Mines has developing revenue streams from executive education/continuing education as well as international partnerships. These non-traditional revenue sources are an integral factor of the university’s future revenue growth strategy. In addition Mines continues to focus on growing revenues from technology transfer and licensing opportunities.

Mines manages its finances prudently, earning annual net surpluses and investing those for future sustainability as well as defined strategic initiatives. The university has a very healthy level of unrestricted net assets which total $101 million at the end of fiscal year 2014.

Facilities

The Colorado School of Mines has substantial real estate assets, located on 500 acres of land in Golden Colorado. The campus is comprised of academic and research facilities; student activities, living, and support facilities; administration space; and home to our Alumni Association and Foundation. Over the past eight years, Mines has added and renovated over 200,000 sq. ft. and purchased nearly 20 acres of land. This growth to capital infrastructure was driven by growth in research, expansion of the residential campus, the need to upgrade student services and activities, and the enhancement of our academic programs. Recent additions and enhancements include two academic buildings, two residence halls and additional dining, a student wellness center, a campus welcome center, and a new athletics complex.
Fundraising

The Colorado School of Mines has a successful and strong alumni body and a loyal and generous donor base. Mines is also securely aligned with private industry. These constituencies have been critical to the financial standing of the institution through private support. We have over 27,000 living alumni, in the U.S. and around the world. The Colorado School of Mines Foundation is a not-for-profit corporation established to raise funds for the University. Each year, the Foundation provides over $15 million in support to the university for student scholarships, faculty support, program support, capital infrastructure, as well as other needed areas. As of June 30, 2014, the university’s endowment was $271 million. The Mines endowment is professionally managed and guided by a robust investment committee of the Foundation Board of Governors and staff and has historically achieved competitive performance.

The Mines endowment and overall fundraising results have seen significant growth since the beginning of the university’s capital campaign that began in 2010, Transforming Lives; the campaign for Colorado School of Mines. The campaign goal is $350 million; $220 million from private philanthropic support and $130 million from private research support. As of November, 2014, $249.7 million of this goal was realized. Under this campaign, the university has seen record fundraising results in the last three fiscal years; 2014 being the highest of record at $47.7 million. Fiscal year 2015 is going strong with CoorsTek and the Coors family making the largest single private investment in Mines’ history, $26.9 million to help build the CoorsTek Center for Applied Science and Engineering, purchase a transmission electron microscope, and establish a new research fellowship program.

Governance

Mines is governed by an impressive, accomplished group of professionals with strong ties to the university and the State of Colorado. Seven trustees, four of whom must be alumni, are appointed by the governor of Colorado. Additionally the Faculty Senate and Undergraduate Student Government each appoint a non-voting representative trustee.
**Procedures for Candidacy**

Interested individuals should provide a current CV or resume as well as a letter describing professional background and qualifications for the position. This search will be conducted with respect for candidate confidentiality and will remain open until an appointment is made, but to receive the fullest consideration, materials should be sent electronically as soon as possible or by January 28, 2015 to CSMPresident@wittkieffer.com. The search firm Witt/Kieffer and consultants Brian Bloomfield, Zachary Smith, Ph.D., and John Thornburgh (630-575-6936) are assisting the search committee with this recruitment.

*The Colorado School of Mines is an affirmative action, equal opportunity employer.*

The material presented in this Leadership Profile should be relied on for the Colorado School of Mines documents and personal interviews and is believed to be reliable. While every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.
Witt/Kieffer is the preeminent executive search firm that identifies outstanding leadership solutions for organizations committed to improving the quality of life. The firm’s values are infused with a passion for excellence, personalized service and integrity.