MINES | Finance, Administration & Operations

Town Hall
October 3, 2022
Agenda

• Welcome and Introductions / Employee recognition
• Mines@150 and Fall 2022 Updates
• Capital Projects
• Major ITS initiatives
  - Workday
  - Cybersecurity
• Human Resources
  - Compensation Philosophy
  - Benefits
New Leaders at MINES

Dr. Braelin Pantel
Vice President for Student Life

Andrew Moore
Chief Information Officer

Jason Slowinski
Associate Vice President, Infrastructure & Operations

Carol Goddard
Director, Equity & Title IX and Title IX Coordinator

New ITS Leaders at MINES

Rose Foster
Sr. Director of Service Delivery

Ed King
Sr. Director of Information Security
Thank you for being part of Mines success!

As a small token of our appreciation, we have insulated meal bags for each employee.

Enjoy!!
To thrive as a mid-sized and uniquely STEM-focused university, MINES needs to be a top-of-mind and first-choice university for students, public and private partners, and faculty and staff.
MINES@150 – The Imperatives

To achieve our MINES@150 aspirations, we must:

• grow to 7500 students (5000 undergraduate + 2500 graduate/post-bac students)
• expand pathways for, and be attractive and accessible to students we want at Mines
• offer a unique signature student experience with deliberate professional development, and achieve best-in-class student success outcomes and ROI
• produce distinctive graduates: highly-valued, future-prepared and adaptable
• re-align our portfolio with the future; expand offerings and diversify delivery
• grow the reach and impact of our R&D and E&I efforts
• build/acquire the infrastructure needed for MINES@150
• grow/attract the leaders, faculty, and staff needed for MINES@150
• strengthen affinity for MINES among our students, alumni, and external partners
• attract investment to support our strategic initiatives
Fall 2022 - Key Points

• Largest incoming group of undergraduate students; fewer graduate students

• **Strong financial position;** challenged by inflation, job market, stock market, low graduate enrollment, and competition for students

• **Well-positioned for new funding opportunities** in areas of national need and global importance (energy, minerals, STEM education, workforce development)
Fall 2022 - Key Points

- Expansion of infrastructure and services continues - to support MINES@150 and growth in undergrad students, faculty, and research
- Key MINES@150 initiatives taking shape & solidifying (E&I Ecosystem, professional development, new academic programs, DI&A, Mines Online)
- External support is fueling MINES@150 success (philanthropy & alumni engagement); fundraising is challenging in current economy
- Increasing efforts to raise Mines’ profile (“Top-of-Mind/First-Choice”)
AY2022-23 Incoming Undergraduate Students

• **Most ever** incoming students (1530 first-year + 148 transfer students)
• 51% CO Residents
• 48 other states (47%) and 18 other countries (2%) represented
• Most ever women (522; 32%)
• Most ever URG (445, 27%)
• Most ever Hispanic/Latino (212, 13%)
• Most ever First-Gen students (289; 17%)
• Few Black/African American students (19; 1%), but 50% higher than pre-2021

3.84 AVG High School GPA
45% increase in students with >4.0 HS GPA
31 AVG ACT
1382 AVG SAT
AY2022-23 Incoming Graduate* Students (Fall 2022)

Fewer Incoming Graduate Students

- 499 total post-bac students (13% decline from previous 3-year Fall average)
- 77% US citizens; 23% international
- 114 international students (similar to the max number in Fall the last 5 years)
- 113 new PhD students (10% lower than previous 5-year Fall average)
- 277 non-thesis MS + certificate students (11% drop from 3-year Fall average)
- Less diverse than undergraduate student demographics

* - all post-bac options included (PhD, MS, certificates)
Progress Toward MINES@150 Macro Design Targets

Headcount

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<th>Year</th>
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<th>MS+Cert</th>
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<td>4623</td>
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<td>Fall 2019</td>
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<td>900</td>
<td>765</td>
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<tr>
<td>Fall 2020</td>
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<td>629</td>
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<tr>
<td>Fall 2021</td>
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<td>935</td>
<td>988</td>
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<th>Category</th>
<th>Mines@150 Design</th>
<th>Fall 2022 Values</th>
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<td>Total Students</td>
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<td>7300</td>
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<td>• Undergraduate</td>
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<tr>
<td>• Doctoral</td>
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<tr>
<td>T/TT Faculty</td>
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<tr>
<td>Teaching Faculty &amp; Professors of Practice</td>
<td>90</td>
<td>116</td>
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<tr>
<td>External Research Funding</td>
<td>$85M</td>
<td>$95M</td>
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</table>
Grow/attract leaders, faculty & staff needed for MINES@150

Relative to 2015:

Moved from <20% Women in T/TT faculty ranks to 29%

Moved from 25% Women in across all faculty ranks to 33%
AY2022-23 Budget* ($M)

Revenue*
- Tuition and Fees $198 59%
- Housing, Dining & Other $39 12%
- IDC $19 5%
- State Funding $37 11%
- Foundation Support $34 10%
- Other $11 3%

Challenges
- Inflation
- Job Market
- Stock Market
- Grad Enrollment
- Fewer Students Going to College

Expenses*
- Operating Expenses $74 21%
- Our People $170 50% [$90M or 26% Instruction]
- Debt $23 7%
- Maintenance & Renovations $20 6%

* - excludes direct expenses budgeted for research grants/contracts
Fewer Students Going To College

College Enrollment among Recent High School Grads Declined Again in 2021

June 7, 2022

by Jessica Nelson

College enrollment among recent high school graduates fell to 61.8% in 2021, a drop of 0.9 percentage point after a larger decline of 3.5 percentage points in 2020. For the prior 15 years, the overall share of recent high school graduates that are attending college by October of the year they graduated hovered between 66% and 70%. The 2021 college enrollment rate is the lowest since 2001.

While it might make logical sense to think that enrollment rates of recent high school graduates would depend to some degree on the business cycle, in the last couple of decades the decision to attend college immediately after high school doesn’t appear to change much in economic expansions versus recessions. Even the pandemic, which moved so much training online, only caused a dip of a few percentage points in the overall share of recent grads attending college. However, the labor market experiences of recent high school graduates vary considerably with the strength or weakness of the economy, with young people graduating from high school during recessions facing much higher unemployment rates and more difficulty finding work, regardless of college enrollment.

Attract investment to support our strategic initiatives

- Investments in Students
- The Mines Signature Student Experience
- Entrepreneurship, Innovation, and Business Programs
- Pursuit of Excellence and Distinction

$36M transferred to Mines from the Foundation last year – the most ever!
Capital Projects

Jason Slowinski
Active Construction Projects

- **Labriola Innovation Complex**
  - Foundation work done; completion anticipated in Fall 2023
  - **On Budget - $23.9M project:** Funded by donors (58%), General Fund (21%), and Student Fees (21%)

- **Beck Venture Center**
  - Elevator shaft in; completion anticipated Fall 2023
  - **On Budget - $23.7M project** funded by donors (53%) and general fund (47%)

- **Solar**
  - Steinhauer Fieldhouse/Green Center/Student Recreation Center/“K” Parking lot/ GRLA
  - **On Budget - $4.9M funded 100% general fund**
• Bright Horizons to be Operator
• Offering childcare services (104 students) for faculty, staff, and students
• Construction to start Winter 2023/ Completion anticipated early 2024
• Approx. 850 parking spaces
• 49,437 sq. ft. classroom building space
• Construction to begin Winter 2023/Anticipated opening Winter 2024
• Alleviate parking impacts during construction by arranging for temporary solutions to add capacity:
  - 19th & Illinois
  - Maple St. Tennis Courts
  - SPLASH Aquatic Center
Energy & Minerals Research Facility

- East of the National Earthquake Center
- Approximately 173,000 gross square feet
  - Mines current occupancy ~ 17% - 20%
- Construction anticipated to begin Spring 2023 with anticipated completion Spring/Summer 2025
- $228M project funded by federal government
Student Housing (and Dining/Recreation)

Assessing Options and Timing

Objective: Provide enough housing for sophomores to live on campus, increase the upperclass and graduate housing capacity, and address dining and recreation shortage

Mines Park

- Long term upper upperclass and graduate housing but dependent on timing, could serve as sophomore housing until capacity built
- Will address deferred maintenance in some of the existing buildings
- Project timing and cost TBD (self-supporting revenue)
  - Could be open Fall 2024

South of 19th Street

- Additional +/- 800 sophomore beds
- Project timing and cost TBD (self-supporting revenue)
  - Could be open Fall 2025

Dining and Recreation

- Assessing campus core opportunities for higher volume
- Next housing projects will incorporate smaller volume solutions
• New Turf Fields for Football and Soccer - completed Summer 2022

• Donor Funded:
  - Upgrade to track and infield
  - West End Zone renovation at Marv Kay Stadium
  - Cross Country Track
What is Workday?

• A cloud based system replacing Banner functions for:
  - Human Resources
  - Payroll
  - Finance
  - Budget
  - Research
# Processes Moving to Workday

<table>
<thead>
<tr>
<th>Human Resources</th>
<th>Finance / Budget</th>
<th>Research</th>
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<tbody>
<tr>
<td>Hiring and onboarding of new employees</td>
<td>Travel authorization and expenses</td>
<td>Automated Time and Effort Certifications</td>
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<tr>
<td>Employee payroll</td>
<td>Real-time financials</td>
<td>Real-time financials</td>
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<tr>
<td>Tracking and reporting vacation, sick time</td>
<td>Payments (Invoices, One Cards, Reimbursements)</td>
<td>AY cost share tracking</td>
</tr>
<tr>
<td>Hourly time entry &amp; approvals</td>
<td>Budget planning and reporting</td>
<td></td>
</tr>
<tr>
<td>Employee Self-Service- personal information (address &amp; phone), W4, direct deposits, etc.</td>
<td>Workflow approvals (Expense, Invoice, Journal Entries, One Card, Procurement, Travel)</td>
<td></td>
</tr>
<tr>
<td>Hourly time &amp; approvals</td>
<td>Procurement</td>
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<tr>
<td>Tracking and reporting vacation, sick time</td>
<td>Journal Entries/ISSV’s</td>
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Fewer Systems with Workday
# Training - November

<table>
<thead>
<tr>
<th>Delivery Method</th>
<th>Description</th>
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</table>
| Instructor – Led (ILT)| Used for explaining Workday functionality and internal policies for specific audiences and topics (Mines team to provide internal policy content)  
Leverage live training sessions and/or on demand e-learning (pre-recorded, limited editing) |
| Coaching / Open Lab   | Used for one-on-one and small group coaching after initial training and Go-Live |
| User Guides           | Job aids, quick reference materials, and FAQs used to explain how to complete a business processes / task in Workday |
| Videos                | Short two to five minute videos used to provide demonstration on specific tasks in Workday |
THANK YOU
Project Team!

Jane
Debbie
Melisa
Melanie U
Carla
Kathleen
April
Jane
Jennie
Melanie B

Angie
John
Noelle
Sue
Michael
Jenny
Sharon
Jason
Mimi
Phyllis
Ariel
Mia
Amalia
Andrew

Danielle
Megan
Melissa
Lindsay
Bina
Chris

Rose
Corey
Johanna
Jackie
Andi
Derek
John
Angie
Emily
Melanie K
Eric
Dominick
Joan
Vanessa
Amanda
Ian

Dominick
Joan
Vanessa
Amanda
Ian

Dawn
Diana
Mark
John
Jane
Melanie B
Kathy
October is Cybersecurity Month!

Andrew Moore
Stop -> Look -> Listen

- Phishing comes in many forms
- Beware of who may be calling you for information
- Human error is one of our biggest risks
  - Clicking on Links and providing your id and password
  - Giving up information over the phone
- Let's listen to Marie at the Help Desk...
Compensation

Christine Homer
Compensation Journey

- **Job Content Questionnaire** • Fall 2020
- **EPEW Act** January 1, 2021
- **Position Benchmarking** • Spring 2021
- **Initial Pay Adjustments** • Sep 2021 – Feb 2022
- **Workday** • Jan 2023
- **Equity Review** • Nov 2022
- **Position Slotting Pay Ranges** • Sep-Oct 2022
- **Comp Philosophy and Titling** • Mar 2022

Includes employee visibility to pay ranges, position descriptions
Benchmark Organizations

- College and University Professional Association (CUPA)
  - Focus on Higher Education Positions
    - All Academic Faculty
    - RTT
    - Global Initiatives
    - Student Life

- CompAnalyst
  - Focus on operations positions and Denver market
    - President’s Office
    - FA&O
    - Legal
    - Student Life
Compensation Statement and Guiding Principles

Colorado School of Mines champions equitable, market-driven, competitive pay practices within an established set of guiding principles:

- **Market Competitive Pay**: Compensation for all employees in-line with the relevant labor market for work performed.

- **Pay Program Equity**: Administer compensation programs to be internally fair and equitable across similarly situated positions....

- **Program Flexibility**: Mines’ compensation programs are designed to be agile in relation to evolving market trends, talent supply, and best practices.

- **Pay Communication**: Communicate openly with employees about their salary range, compensation, and total rewards value proposition. Post all jobs with hiring ranges according to the market and appropriate pay ranges.

*The compensation program is reviewed annually to adjust as other factors and emerging trends arise and to ensure ongoing pay equity and market competitiveness.*
Employment Arrangements

Classified Employees

Administrative Professionals

Academic Faculty

Pay structures dictated by the State

- Position recruiting
- Position titles
- Pay ranges

Currently in negotiations for FY24 increases
### Administrative Professionals

#### Three Job Groups

**Job Levels – Admin Faculty**

The job groups were classified into 10 levels of similar scope of responsibility, complexity/impact, supervisory responsibilities and typical education and years of experience.

<table>
<thead>
<tr>
<th>Level</th>
<th>Support</th>
<th>Professional</th>
<th>Management</th>
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<tbody>
<tr>
<td>10</td>
<td><strong>Support</strong></td>
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<td>AVP / Executive Director / Deans</td>
<td>Director / Associate Director</td>
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<td>7</td>
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<td>Manager</td>
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<td>Professional 3</td>
<td>SME / Assistant Director</td>
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<td>5</td>
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<tr>
<td>1</td>
<td>Support 1</td>
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</table>

^Includes Library,  
*Includes Lab and General Support
Next Steps

Pay Range Validation
• Reviewing 100% of pay range slotting (Admin professionals): October 2022
  - Review those with recommended title changes (internal / external)
    ▪ Mines title affiliated with pay range
    ▪ Working title for external purposes
  - Review employees in-between pay ranges with each EoT member: October/November 2022

Equity Review
• Equity Review with Segal: November 2022
  - Engage Legal with process and outcomes
  - Pay adjustments once reviewed and approved
Benefits

Christine Homer
Benefits – Administrative Professionals

Open enrollment for new plan year starting January 1, 2023, begins November 1

• Blue Advantage HMO/POS, PRIME Blue Priority PPO and HDHP PPO will be available for 2023

• Due to low enrollment, we are eliminating the Blue Priority HMO plan and Pathway EPO plans

• Additional information on all plans will be available in October
Wellness

SAVE THE DATE: Benefits Fair - November 9, 2022

Location: Student Center Ballrooms

Time: 8:00 a.m.- 5:00 p.m.

Sign up information for flu shots and blood work will be available in October.

For more information, please contact benefitis@mines.edu

Mines Defined Contribution Plan and 403(b) administrator, AIG, now......

Action is everything
At Corebridge Financial, formerly AIG Life & Retirement, we’re helping people take action toward their future goals with our broad suite of retirement solutions and insurance products.

Corebridge: Moving financial futures forward

We believe everyone deserves financial security. Every day, we work hard to make it possible for more people to take action in their financial lives—because action is the bridge from planning to outcomes, from today’s financial needs to tomorrow’s aspirations.

https://www.corebridgefinancial.com/
COMING TO YOUR INBOX SOON!

FA&O HIGHLIGHTS

FALL 2022