

*Approved at the 05/7/2021 meeting*  
**BOARD OF TRUSTEES OF THE COLORADO SCHOOL OF MINES**  
**MINUTES OF THE BOARD MEETING**  
Friday, April 2, 2021  
**Zoom Meeting**

**I. Executive Session – 8:00 a.m. Virtual**

To discuss legal advice pertinent to Board governance and policy matters pursuant to §24-6-402 (3)(a)(II), C.R.S.; and potential donor gift pursuant to §24-6-402 (3)(a)(I) and (VIII), C.R.S.

8:00 a.m. Motion to move into executive session by Trustee Salazar. Motion approved 6-0.

Trustees present virtually: Chairman Jorden, Trustee’s Burgess, Salazar, Sanders, Starzer and Steinberg.

Mines executives present virtually: President Johnson, Provost Holz, EVP Volpi, VP Fox, VP Bradford, VP Han, VPGC Walker and Mines Foundation President Winkelbauer. Also present virtually was Ms. O’Kane, Executive Director of Environmental Health and Safety.

9: 21 a.m. Executive Session concluded motion

**II. Regular Meeting – 9:00 a.m. Virtual**

9:21 a.m. Regular session called to order by Chairman Jorden.

Trustees present virtually: Chairman Jorden, Trustee’s Burgess, Salazar, Sanders, Starzer, Steinberg, Gardner and Kleeman.

Mines executives and directors present virtually: President Johnson, Provost Holz, EVP Volpi, VP Fox, VP Bradford, VP Han, VPGC Walker and Mines Foundation President Winkelbauer.

**a. Consent Agenda**

The minutes from the February 5, 2021 meeting were submitted for approval.

Trustee Salazar motioned to approve the minutes as presented. Approved 6-0.

**b. Reports and Updates**

President’s Report President Johnson provided a brief overview of the semester noting it is Spring Break this week. He reported that Dr. Fox and Mr. Peter Han have a COVID plan for how to handle tests when students return to campus next week. Dr. Johnson noted that the Mines Activity Council (MAC) has planned E-Days activities for April 15, 16 and 17, including signature activities such as the Cardboard Boat races, Field Day and Fireworks. President Johnson provide information on the multiple in-person graduation ceremonies planned for mid-May. He noted that Dr. Bradford recently lead an Expo on Carbon Capture, and that the Men’s Basketball team went to the Elite Eight. President Johnson reported and thanked Mr. Han and the COVID team for arranging vaccine clinics on campus last week, noting over 1000 people got their first dose of Moderna. The second dose is scheduled in mid-April.

Board Committee Reports Trustee Salazar reported that the Finance and Audit Committee (FAC) and, the Investment Advisory Committee (IAC) met on March 23, 2021. The IAC reviewed the investment pool and Trustee Salazar reported there was 16.98% growth in the endowment. He reported there were no concerns in the cash position. Additionally, the 1.23% management fees were reviewed and deemed reasonable.

Trustee Salazar reported that the FAC Charter, the mid-year financial update and the budget preview were reviewed. Revenue and expense planning due to the pandemic were also reviewed. The FAC reviewed the State economic forecast and the potential corresponding impact to State funding for Mines. Trustee Salazar reported that the Mines Park renovation and Beck Venture Center funding plans were reviewed and recommended for full Board approval. At its meeting the committee reviewed Mines' annual debt, noting the ratio and metrics improved last year, and there no concerns. The committee reviewed the debt policy and Trustee Salazar reported there were no recommended changes. Finally, the committee reviewed Mines Annual Defined Contribution Plan and reported 464 participating at a substantial savings to Mines.

Mid-Year Financial update Ms. Volpi provided a brief overview of the mid-year financial statements reporting that Mines is anticipating ending the fiscal year with a \$3 million surplus primarily due to a stronger Fall enrollment along with increased indirect cost recovery from research activity. She reported an increase in expenses due to higher employee retention than planned, COVID expenses and expenses related to online and the increased research activity. She provided an update on Federal stimulus funds received and reported that the third series of Higher Education Emergency Relief Fund (HEERF)s are anticipated sometime this summer. She noted that total stimulus funds once all are received will be \$30.5 million with over \$8 million of that going directly to students. The university portion of those funds will go towards COVID expenses and lost revenue. Ms. Volpi reported that the HEERF funds, along with the Mines Student Emergency Fund helps to meet student needs, however it hasn't been enough. Management added \$500,000 towards student needs to meet food and housing insecurities. She reported that the Admissions department does have students first in line for funding when the next level of HEERF funding is received

Faculty Senate report Dr. Herring provided highlights of Faculty Senate business this semester and reported the Senate has been very busy approving catalog changes. He reported on the three new subcommittees that have begun work. He provided an overview of the Online Committee that was set up to approve and maintain online degree offerings, the Procedures Committee working on updating the Faculty Handbook, and the Student Signature Experience (SSE) Committee. Dr. Herring reported the Senate will have final updates for this semester at the May meeting. He reported the Faculty Senate voted to expand to 15 Senators, which will begin in the next academic year. President Johnson commended and expressed gratitude for Dr. Herring's leadership, noting a very productive and collaborative year with Academic Affairs and the university leadership.

### **c. Presentations and Discussion**

Mines@150 Strategic Plan review Dr. Johnson provided an overview of the Mines@150 Strategic Plan and explained why it is important. He said that Mines is three years away from its 150th anniversary in 2024. Dr. Johnson informed the Board that in successive meetings, specific examples of Mines@150 initiatives will be presented. He reported that COVID had caused some rethinking in the higher education landscape, especially with respect to engineering schools. He noted that automation and the re-assessment of brick and mortar universities in this changing world is influencing higher education's evolution. Dr. Johnson noted that higher education will begin to get very competitive, some of which is due to a decline in the number of high school student graduates that is expected by 2025 and is already happening across the nation. Additionally, there has been a decline over the last four years in the traditional students going to college as students and families are reflecting on the value of college. Dr. Johnson reported that Mines is in a niche "sweet spot," and Mines is seeing enrollment growth because of its focus on STEM. President Johnson provided a peer review reporting on the growth in the field of engineering. He provided a review of national trends noting a decline in degree programs, except for Science and Engineering fields. Dr. Johnson reported that the enrollment declines this year was approximately 2% due to the pandemic. However, due to Mines' size and focus, it saw an increase.

President Johnson reported on the necessity to enhance student success, decrease student debt and prepare students with the necessary workforce skills. He provided an overview on the national trend of the mega universities and noted the need to be ready for competition with them. President Johnson reviewed the reasons

why it is necessary to have a clearly defined strategic plan, one that clearly differentiates Mines, is relevant, and demonstrates our value as a top-of-mind university that ensures its students are professionally prepared.

President Johnson provided an overview of the aspirations and essence of the Mines@150 Strategic Plan. He reviewed the key goals, including student population growth, signature student experience and growing the impact of research and development (R&D) as well as entrepreneurship and innovation (E&I). Dr. Johnson reviewed the Plan priorities and initiatives, including expanding pathways and providing student access. He also noted the importance of realigning the portfolio in non-research, advanced graduate space, and growing the reach and impact of the R&D and E&I efforts. He noted the importance of developing leaders among faculty and staff, and fostering the affinity of Mines with students, its alumni, and external partners.

President Johnson also provided an overview of the Mines@150 campaign and its importance to support Mines' strategic objectives.

Faculty Oversight Committee on Sports and Athletics (FOCSA) report Dr. Fox provided an overview of the semi-annual FOCSA report. He provided a brief background of the committee and its purpose, noting the current Chair is Dr. Brian Trewyn who works in collaboration with Dr. Fox and Athletic Director David Hansburg. Due to the pandemic last spring, Dr. Fox reported that he was not involved in student interviews. He noted there were three recommendations that came from the interviews, and overall the experiences were positive. Dr. Fox reported that senior athletes in all sports were given an additional year of eligibility due to COVID.

Dr. Fox reported the first recommendation was to urge coaches to work with student athletes on the academic schedule and their challenges to address projects and exams during a semester. There is a system in place, but it can be made more cohesive. Having more communications with Academic Affairs helps in planning practices and games. The Coaches will ensure that they are in tuned with the academic calendar.

Dr. Fox reported the second recommendation is getting batting cages fixed. He agreed this is a priority and needs to be taken care of for safety reasons.

Dr. Fox reported the third recommendation is the importance of providing mental health resources for student athletes. He noted the Every Oredigger initiative has sub programs for student athletics and that Mines has the counseling center meet with individual teams. Dr. Fox reviewed an app that is being used that appears to be a good tool for athletes called Metro-Fit where students can log their mental and physical fitness daily. Students like the format and it strengthens interactions with student and coaches.

Dr. Fox reported that he and Dr. Trewyn see a positive trend in athlete experience over five years. He noted that there were no interviews done in Fall 2020 due to the pandemic so the Committee will try to cover all sports this Spring.

Annual Budget Preview \_\_\_\_\_ Ms. Volpi provided an overview of the status of the fiscal year 2022 budget highlighting last year's higher education landscape and reported on the future outlook. She reviewed net tuition revenue and other revenue areas and the increased costs of operation and strategic initiatives. She reported Mines is experiencing stable enrollment. Housing and dining are anticipated to be slightly higher than fiscal year 2021 at 82%. Mines is taking approximately 200 beds offline and changing some doubles to singles in an effort to manage any COVID impact for academic year 2021-2022. She reported that the most recent State forecast shows an increase in state revenue as well as an increase in federal stimulus funds. She noted that the state is seeing a significant improvement over the previous forecast. The General Fund remains resilient and the State is feeling positive about its financial future due to anticipated incoming Federal funding. This will result in a 14% increase in state funding over our current year. Ms. Volpi reported that the Mines endowment showed a positive return for calendar year 2020 of 16.98%, which will result in a strong endowment payout for fiscal year 2022. She also noted that research funding is anticipated to be stable for 2022.

Ms. Volpi reviewed the continued focus on cost of education, reminding the Board there has been no increase in tuition for resident students over the last two years and no increase for non-resident students this year. She reported there is more financial aid support for students.

Ms. Volpi provided an overview of 2022 revenue and expense planning. She reported that with State support Mines will receive a \$3.45 million increase in funding. She reviewed the budgeted enrollment of 1200 with 150 transfers and reported Mines is expecting to see continued growth in online and non-thesis masters. Ms. Volpi reported that Management is recommending an increase in the tuition rate of 3% and a decrease of 3% in mandatory fees.

Ms. Volpi reviewed the Fall 2021 enrollment projections, noting they are on par with Mines@150 strategic goals. She provided an overview of tuition rates and fees for resident and non-residents, and reviewed the tuition discount trend. She reported there is a significant amount of additional funds provided to students to support them and their education, resulting in higher discount rates.

Ms. Volpi reviewed the mandatory fee proposal for next fiscal year. She reported that housing is projected to see a 4.5% increase and dining a 1.5% increase, which is in line with the market. Ms. Volpi compared Mines housing and dining rate positioning to other universities, noting its position is generally in the middle. She reviewed the cost of attendance, reporting an increase of 2.45%, and provided a comparison of this data with public and private universities.

Ms. Volpi provided an overview of the major expense drivers for next year, which include strategic initiative investments and financial aid commitments. She reviewed the preliminary expense summary including costs resulting from compliance with the Colorado Equal Pay for Equal work Act, and the proposed 3% salary increase for staff. She noted that she anticipates having more information regarding the Equal Pay for Equal Work Act at the next meeting. There was discussion regarding the state's PERA unfunded liability and Ms. Volpi reported the state passed legislation in 2018 that required the state to contribute \$225 million per year until the state's unfunded liability is funded.

Mines Park update Ms. Volpi provided an update on the Mines Park Initiative, providing an overview of the scope of the project that addresses the renovation and expansion of housing that was set forth in the recent Master Plan. She reported that Management is looking at a Private-Public Partnership with outside developers and is currently distributing a Request for Qualifications (RFQ) to determine interest. She will provide an update at the May meeting and future meetings as necessary.

#### **d. Action Items**

Beck Venture Center Program and Financing Plan Ms. Volpi introduced Mr. Werner Kuhr, Director of the McNeil Center for Entrepreneurship and Innovation, who provided an overview of the planned Beck Venture Center. Mr. Kuhr reviewed the mission and vision of entrepreneurship and innovation at Mines and the social component and the entrepreneurial and innovative direct solutions-oriented mindset. He provided an overview of the cornerstone and framework of the program, and the integration of the Beck Venture Center with a business accelerator to move it forward. Mr. Kuhr provided information on the services of the Beck Venture Center and how it will provide a space that is diverse and offer a more multi-disciplinary approach by integrating the community. Mr. Kuhr provided an overview of the Program plan to create a business incubator for faculty, students, Mines alumni and partners by creating an inclusive environment for startups. He reviewed the building configuration and the program content.

Ms. Volpi reviewed the renderings and the building plan. She provided information on the capital plan noting an anticipated cost of \$18.8 million. She reported that \$5.5 million of gifts has been received to date and fundraising continues for the remaining \$12.5 million. Ms. Volpi noted that once half of the fundraising is received, it is recommended to begin construction with Mines' cash reserves backfilling until full funding has been received. Ms. Volpi reported that safety protocols are incorporated in the building plan. Mr. Kuhr reviewed the purpose of the

building and noted that the safety concerns are very different than the Labriola Innovation Hub since it is more of an office complex, and that the safety plan will be commensurate with the nature of the activity within the building.

Trustee Burgess motioned to approve the Beck Venture Center Program and Financing Plan as presented; seconded by Trustee Salazar. Approved 6-0.

***BE IT RESOLVED*** that the Finance and Audit Committee of the Colorado School of Mines recommends to the Board of Trustees the approval of the program plan with a project budget of \$18.8M for the Beck Venture Center. Furthermore, the Committee recommends that approval to begin construction be contingent upon Management having secured fundraising commitments for at least half of the projects budget, \$9.4M.

Emeritus Recommendations \_\_\_\_\_ Dr. Holz provided a brief overview of the recommendations for Emeritus status and reported most are primarily stemming from early retirement (VRIP). Trustee Sanders thanked the faculty for service and congratulations on their retirement.

Trustee Steinberg motioned to approve the Emeritus Recommendations as presented; seconded by Trustee Sanders. Approved 6-0.

***BE IT RESOLVED*** that the Board of Trustees of the Colorado School of Mines approves the following for Emeritus status effective on their retirement dates.

**Emeritus**

*Dr. Bernard Bialecki – Emeritus Professor of Applied Mathematics and Statistics*  
*Dr. Mark Eberhart – Emeritus Professor of Chemistry*  
*Dr. Alfred (Bill) Eustes – Emeritus Associate Professor of Petroleum Engineering*  
*Dr. Wendy Harrison – Emeritus Professor of Geology*  
*Dr. John R. Heilbrunn – Emeritus Associate Professor of Politics*  
*Dr. William Hoff – Emeritus Associate Professor of Computer Science*  
*Dr. William Navidi – Emeritus Professor of Applied Mathematics and Statistics*  
*Dr. Ugur Ozbay – Emeritus Professor of Mining Engineering*  
*Dr. Rose Pass – Emeritus Teaching Associate Professor of Humanities, Arts & Social Sciences*  
*Dr. Jeff Showalter – Emeritus Teaching Professor of Electrical Engineering*  
*Dr. Pankaj Sen – Emeritus Professor of Electrical Engineering*  
*Dr. Marcelo Simoes – Emeritus Professor of Electrical Engineering*

Promotion and Tenure Recommendations \_\_\_\_\_ Dr. Holz asked the Board for approval of the recommendations for promotion and tenure.

Trustee Salazar motioned to approve the Promotion and Tenure Recommendations as presented; seconded Steinberg by Trustee. Approved 6-0.

***BE IT RESOLVED*** that the Board of Trustees of the Colorado School of Mines approves the following recommendations of promotion and/or tenure:

Tenure-Line Faculty: Promotion and Tenure (as appropriate)

**Nanette Boyle** (Chemical and Biological Engineering): recommend promotion to Associate Professor with tenure

**Kester Clarke** (Metallurgical and Materials Engineering): recommend promotion to Associate Professor with tenure

**Reza Hedayat** (Civil and Environmental Engineering): recommend promotion to Associate Professor with tenure  
**Owen Hildreth** (Mechanical Engineering): recommend promotion to Associate Professor with tenure  
**Kyle Leach** (Physics): recommend promotion to Associate Professor with tenure  
**Svitlana Pylypenko** (Chemistry): recommend promotion to Associate Professor with tenure  
**Vladan Stevanovic** (Metallurgical and Materials Engineering): recommend promotion to Associate Professor with tenure  
**Nils Tilton** (Mechanical Engineering): recommend promotion to Associate Professor with tenure  
**Gabriel Walton** (Geology and Geological Engineering): recommend promotion to Associate Professor with tenure  
**Jeremy Zimmerman** (Physics): recommend promotion to Associate Professor with tenure  
**Jeffrey Shragge** (Geophysics): recommend tenure at the level of Associate Professor  
**Brianna Buljung** (Library): recommend promotion to Associate Librarian  
**Amy Clarke** (Metallurgical and Materials Engineering): recommend promotion to Professor  
**Brandon Dugan** (Geophysics): recommend promotion to Professor  
**Kathryn Johnson** (Electrical Engineering): recommend promotion to Professor  
**Jeffrey King** (Metallurgical and Materials Engineering): recommend promotion to Professor  
**Jamal Rostami** (Mining Engineering): recommend promotion to Professor  
**Jonathan Sharp** (Civil and Environmental Engineering): recommend promotion to Professor  
**Wendy Zhou** (Geology and Geological Engineering): recommend promotion to Professor  
**Suveen Mathaudhu** (Metallurgical and Materials Engineering): recommend tenure at hire

Teaching Faculty: Promotion

**Andres Guerra** (Civil and Environmental Engineering): recommend promotion to Teaching Professor  
**Alina Handorean** (Engineering, Design, and Society): recommend promotion to Teaching Professor  
**Joseph Horan** (Humanities, Arts, and Social Sciences): recommend promotion to Teaching Professor  
**Carrie (CJ) McClelland** (Engineering, Design, and Society): recommend promotion to Teaching Professor  
**Rachel Morrish** (Chemical and Biological Engineering): recommend promotion to Teaching Professor  
**Jeff Paone** (Computer Science): recommended promotion to Teaching Professor

Sabbatical Requests Dr. Holz provided an overview of the 22 requests for the 2021-2022 academic year sabbatical leave. He reported there are a larger number than normal due to last year's requests being suspended due to the pandemic. He noted all are eligible and have filed the appropriate plans. Dr. Holz reported that there were 8 non-tenure track faculty (IDA) requests that are not required to go before the Board and have been approved. There was discussion regarding the vagueness of requests for Dr. Gutierrez, Dr. Newman and Dr. Chuan. Dr. Holz reported they are focused on scholarly activities and staying local and in their offices. They are focused on research, obtaining additional funding and publishing their research findings.

Trustee Salazar motioned to approve the Promotion and Tenure Recommendations as presented; seconded Steinberg by Trustee. Approved 6-0.

***BE IT RESOLVED*** that the Board of Trustees of the Colorado School of Mines approves the following for sabbaticals for the term(s) indicated.

<i>Boyle, Nanette</i>	<i>CBE</i>	<i>Spring 2022</i>
<i>Camp, Tracy</i>	<i>CS</i>	<i>AY 2021-2022</i>
<i>Carbone, Jared</i>	<i>EB</i>	<i>Spring 2022</i>
<i>DeCaluwe, Steven</i>	<i>ME</i>	<i>Spring 2022</i>
<i>De Moor, Emmanuel</i>	<i>MME</i>	<i>Spring 2022</i>
<i>Durfee, Charles</i>	<i>PH</i>	<i>Spring 2022</i>
<i>Gutierrez, Marte</i>	<i>CEE</i>	<i>Calendar Year 2022</i>
<i>Holley, Elizabeth</i>	<i>GE</i>	<i>Spring 2022</i>
<i>Jackson, Greg</i>	<i>ME</i>	<i>Spring 2022</i>
<i>Krebs, Melissa</i>	<i>CBE</i>	<i>AY 2021-2022</i>

Mehta, Dinesh	CS	Spring 2022
Mooney, Michael	CEE	Calendar Year 2022
Newman, Alexandra	ME	AY 2021-2022
Petrella, Anthony	ME	AY 2021-2022
Ranville, James	CH	Fall 2021
Reimanis, Ivar	MME	Fall 2021
Sellinger, Alan	CH	Spring 2022
Speer, John	MME	Fall 2021
Walton, Gabriel	GE	AY 2021-2022
Yue, Chuan	CS	AY 2021-2022
Zhang, Xiaoli	ME	Fall 2021
Zimmerman, Jeramy	PH	Spring 2022

New program approval \_\_\_\_\_ Dr. Holz provided a brief overview of the Minor in Quantum Engineering reporting there are no other quantum engineering minors in the country. He reported there is significant student interest in the interdisciplinary minor. Dr. Holz reviewed the courses required for the program. There was discussion regarding the Quantum Engineering faculty being in contact with Google and IBM for student recruitment opportunities for those who complete this minor. He reported on the strong group of faculty hired over the last couple of years and the expansion of Mines' footprint in Quantum Engineering.

Trustee Steinberg motioned to approve the new program Minor in Quantum Engineering as presented; seconded by Trustee Sanders. Approved 5-0. Trustee Starzer abstained.

***BE IT RESOLVED*** that the Board of Trustees of the Colorado School of Mines approves creation of the following new undergraduate degree program:

- Minor in Quantum Engineering

**a. Regular Written Reports**

Admissions and Enrollment report \_\_\_\_\_ Ms. Kester reported on enrollment trends, noting Mines is ahead of other universities. She is expecting serious competition this summer, noting some students are doing double deposits. She reported that financial aid packages and marketing will increase. She noted campus tours have started again. Ms. Kester reported that Fall 2021 numbers are up 30 applications from last year, noting more students were admitted early and that the release of financial aids packages happened earlier than usual. Deposits are up and in line with 2019 numbers and the population numbers are up for women and underrepresented students. These populations tend to have a higher summer melt. She reported the test-optional numbers are around 44%, and she believes that has motivated more students to apply. Ms. Kester reported the graduate enrollment is looking strong and is up in every category. She provided an overview of the deadlines and noted Fall 2021 is looking strong. There was a brief discussion regarding where the international students are coming from, and Ms. Kester noted many are Saudi Aramco students. She will provide a breakdown to Trustee Steinberg. It was noted that the Marketing and Admissions teams have worked hard and are increasing interest in Mines. Trustee Salazar asked to have an update on the marketing efforts at an upcoming meeting to see how it is helping. Chairman Jorden thanked everyone for their hard work.

Research and Technology Transfer report \_\_\_\_\_ Dr. Bradford reported that Mines is doing well in research grants and expenditures, and thanked to Dr. Thompson for her work at Mines. He provided a brief review of the search for the new Vice President for Research and Technology Transfer, noting there are currently 15 applications. Dr. Bradford discussed an area of concern related to industry-funded research consortia at Mines. He noted significant drops in this area due to decreased revenue from oil and gas companies. He provided an overview of the consortia at Mines and reported that revenue has been down since 2017. Dr. Bradford reviewed the evolution of consortia at Mines, and provided industry perspectives regarding academic research partnerships. He provided an overview of his recommendations for a new model and reviewed the CCUS Innovation Center (MCIC)

governance and funding structure. There was discussion regarding promoting more interactions between the Research and Technology Transfer program and industry.

CSM Foundation and Alumni Relations report \_\_\_ Mr. Winkelbauer reported on non-governmental research grants as part of the Mines@150 campaign that involve consortia funding. He noted this fosters collaboration with the Research and Technology Transfer office and corporate philanthropy, especially in the oil and gas sector. He noted the importance of looking at other programs and industries to broaden the reach. Mr. Winkelbauer reviewed the Office of Industry relations designed to bring together different areas on campus that interface with corporate giving. He reported significant activity in 2020, with lead gifts and the campaign launch. Donors are excited about new programs and initiatives coming out, including but not limited to the Beck Venture Center, McNeil Center and Signature Student Experience. Mr. Winkelbauer expressed his appreciation for helpful campus partnerships. He reported on the Blasters Basket Food Drive held earlier this month where faculty, staff, students and alumni collected goods and food for Blasters Basket to provide support for students.

Chairman Jorden asked Trustees Gardner and Kleeman to talk about how their year is going. Trustee Gardner reported how well Mines has handled the pandemic, and that everything is going well for her. She has made comparisons with other institutions and remains impressed by Mine's response to the pandemic. She is excited to get back to an in-person campus experience. Trustee Kleeman reported that the students are on Spring Break and noted that they are happy how Mines is handling the pandemic. The students are looking forward to E-Days and a return to campus.

Trustee Salazar motioned to adjourn. Approved 6-0

12:03 a.m. There being no further business the meeting was adjourned.



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Anne Stark Walker, Secretary