

*Approved at the 09/16/2022 meeting*  
**BOARD OF TRUSTEES OF THE COLORADO SCHOOL OF MINES**  
**MINUTES OF THE BOARD MEETING**  
Wednesday, June 15, 2022  
**Starzer Welcome Center, Wagner Boardroom**  
**1812 Illinois Street, Golden CO 80401**

**I. Regular Meeting – 8:00 a.m.**

8:00 a.m. Regular session called to order by Chairman Salazar.

Trustees present: Chairman Salazar, Trustees Burgess, Grewcock, Starzer, Steinberg, Gardner and Saxena (virtual).

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

Chairman Salazar thanks Trustee Saxena for his service on the Board as his term expires on June 30, 2022.

**a. Consent Agenda**

The minutes from the May 6, 2022 meeting were submitted for approval.

Trustee Starzer motioned to approve the minutes as presented; seconded by Trustee Steinberg. Approved 5-0.

**b. Reports and Updates**

President's Report President Johnson reported on a successful school year and thanked Chairman Salazar for providing remarks at three Commencement ceremonies. He reviewed current summer activities and reported on several events being hosted on campus. One of these events is Trustee Gardner's Chemical Engineering Summer School, which Mines is hosting for the first time in the event's history. President Johnson also provided an overview of the three Oredigger Camps that are being held at YMCA of the Rockies in July and August and invited Trustees to attend if interested. President Johnson reported that today is Dr. Fox's last Board meeting and thanked him for his 17 years of service.

Chairman Salazar thanked Dr. Fox for his service and the legacy he is leaving.

Board Committee Reports Trustee Grewcock reported that the Finance and Audit Committee met on May 23, 2022. At this meeting, the Committee reviewed the FY2023 proposed budget that has been recommended and submitted for full Board approval in today's meeting.

**c. Action Items**

FY23 Budget request Ms. Volpi provided an overview of the proposed FY23 budget request. She provided a summary of revenue starting off with tuition and the Fall 2022 enrollment projections and housing availability. Ms. Volpi reviewed the annual tuition rate increase of 2% for resident undergraduate students and 3% for all other students, noting that that the 2% resident undergraduate tuition is in line with the Governor's tuition recommendations. Ms. Volpi explained how net tuition is not keeping up with inflation. She provided an overview of the two elements of how State funding is calculated: the College Opportunity Fund and the Fee-for-Service (FFS) funding. She provided a summary of the history of State IHE support and reviewed how Mines' State funding compares to other institutions. Mr. Han reviewed pertinent legislation, noting that Mines is at its admissions limit for non-resident for the entering resident freshman class. He reported that the University of

Colorado has expressed interest in partnering with Mines in seeking greater flexibility with increasing non-resident students.

Ms. Volpi provided a summary of the tuition, housing and dining rates and reviewed the proposed rates, noting that an analysis was done for the apartment style housing in relation to the surrounding community rental rates. She reported that rental rates in the Golden area increased in 14% over the last year. Ms. Volpi provided a summary of the housing market analysis and asked Trustee Saxena to provide student feedback on proposed rates and charges. He reported the students' concern with housing cost increases is not specifically related to Mines but more so the high costs of rates in the area. He noted that there is some frustration with the rental rates in Mines Park specifically related to not having as many modern amenities such as air conditioning in the units. Ms. Volpi noted that benchmarking dorm style to the general market is difficult as these style units are primarily at universities. Ms. Volpi reviewed the continued need for sophomore housing, especially with the larger incoming classes over the past few years. She noted that plans are emerging to build the next sophomore housing complex, likely a larger complex to provide capacity to house interested sophomores. She reported that another parking garage might be necessary with this next residence hall coming online. Ms. Volpi noted that the dining rates are proposed to increase 4.5% which is in alignment with the increase costs for food.

Ms. Volpi provided a summary of the proposed mandatory fees noting that any mandatory fee above the Consumer Price Index plus one percent must be voted on by student government. She asked Trustee Saxena to provide his insight on the student perception of the mandatory fee student vote process. He reported that students are interested in more transparency in fee proposals as they have questions on how the fees are utilized. He reported that the incoming student Trustee, Hayden Cooreman, will work with Ms. Volpi and others in the administration to ensure more transparency. Trustee Saxena noted that it is helpful for students to understand the current impact of a fee, as well as the funds' impact in the past and future. Ms. Volpi provided a summary of Mines' cost of attendance, reporting residents' cost is \$38,259 and non-residents' cost is \$59,559.

Ms. Volpi provided a summary of the Mines' projected expense increase for fiscal year 2023 which totaled \$8.3 million, including 43 new full-time employees. She reviewed the new positions and rationale for those positions. Dr. Holz provided details regarding some of the economic pressures associated with hiring new faculty, noting the need for larger start-up packages and the high cost of housing in the Golden area. Dr. Fox reviewed the need for additional staff for student mental health and wellness support in Student Life. Ms. Volpi highlighted the increased percentage in budgeting for vacancies as well as the decrease in fringe benefits which is primarily due to the change in retirement plans five years ago.

Ms. Volpi reviewed the current inflation trends for both the Higher Education Price Index and the Consumer Price Index. She discussed the considerations for actions should the results of the Fall 2022 change from what is being budgeted. She submitted the summary of the FY23 budget proposal to the Board of Trustees for their approval.

	Starting Base	FY2023 Proposed Budget	\$ Change	% Change	Notes
<i>Dollars in Millions</i>					
Undergraduate Tuition	\$138.8	\$145.4	\$6.6	4.8%	+2% UG Res, +3% UG NRes, enrollment growth
Graduate Tuition	30.8	28.5	(2.3)	(7.4%)	+3%, enrollment decrease
Online Tuition	2.0	1.7	(0.3)	(15.5%)	+3%, enrollment decrease
Continuing Education	1.0	1.0	-	0.0%	
State Support	27.6	30.2	2.6	9.5%	State support subject to 2% UG Res tuition cap
Auxiliaries	32.7	33.7	0.9	2.9%	+4.5% avg housing rate with MP occupancy down
Grants and Contracts	17.5	18.5	1.0	5.7%	Increased research activity
Other Income	6.8	8.0	1.2	17.8%	
<b>Total Revenues</b>	<b>\$257.2</b>	<b>\$266.9</b>	<b>\$9.8</b>	<b>3.8%</b>	
Expenses - General Fund Total	\$221.6	\$227.1	\$5.5	2.5%	See details on Expense Summary slide
Expenses - Auxiliaries Total	31.2	32.3	1.2	3.7%	See details on Expense Summary slide
GF Capital Renovations and Controlled Maintenance	2.6	3.1	0.5	17.2%	Addressing academic space renovations
<b>Total Expenses</b>	<b>\$255.4</b>	<b>\$262.5</b>	<b>\$7.1</b>	<b>2.8%</b>	
<b>Net Activity Before Reserves</b>	<b>\$1.7</b>	<b>\$4.4</b>	<b>\$2.7</b>	<b>154.0%</b>	
Reserves/Innovation Fund	4.3	4.0	(0.3)	(7.0%)	Reducing innovation funds
<b>Net Activity</b>	<b>(\$2.6)</b>	<b>\$0.4</b>			

Trustee Grewcock motioned to approve the FY23 Budget request as presented; seconded by Trustee Starzer. Approved 5-0.

Pursuant to authority conferred by §23-41-104(1), C.R.S. (2012) and as required by §23-5-119.5(1), C.R.S. (2012), the Board of Trustees has the responsibility and authority for the financial management of the School including the setting of tuition and fees and the approval of the budget.

**BE IT RESOLVED** that the Finance and Audit Committee has reviewed the proposed budget for the Fiscal Year 2023 and recommends to the Board of Trustees the Fiscal Year 2023 budget consisting of:

- Total operating revenue of \$266.9M
- Total operating expenses of \$262.5M
- 2.1% increase for resident undergraduate tuition rates;
- 3.0% increase for nonresident undergraduate, graduate tuition, and online tuition rates;
- Increases to room and board rates averaging 4.5%;
- Increases to mandatory fees averaging 4.6%; and
- Changes in other fees and charges

FY24 Five-year State Capital request Ms. Volpi provided a summary of the five-year State capital request reminding the Board that this is not a request for approval of the specific projects, but rather is a signal to the State that the Board would support the projects should they move forward. It encompasses any project that Mines may ask for State funding in the next five years. Ms. Volpi reviewed the two projects in the summary: the two phase utilities infrastructure plan and the Sustainable Infrastructure Research Center.

Mines 5 year Capital Construction Plan (in millions)							State Budget Cycle					
Priority	Project Title	Total Project Cost	State Requests	General Func	Donations	Special Financin	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28
1	Utilities Infrastructure 2 phases FY2024 State Request	\$ 68.9	\$ 48.9			\$ 20.0		\$ 7.6	\$ 36.7	\$ 24.6		
2	Sustainable Infrastructure Research Center FY2025 anticipated State Request	\$ 190.9	\$ 63.6			\$ 127.3			\$ 38.2	\$ 38.2	\$ 114.5	
		\$ 259.8	\$ 112.5	\$ -	\$ -	\$ 147.3	\$ -	\$ 7.6	\$ 74.9	\$ 62.7	\$ 114.5	\$ -

Trustee Grewcock motioned to approve FY24 State Capital request as presented; seconded by Trustee Starzer. Approved 5-0.

It is recommended that the Board of Trustees approve the Capital Construction Five-Year Plan for State Requests with total project costs of \$259.8M and a State funding request of \$112.5M

**BE IT RESOLVED** that the Board of Trustees of Colorado School of Mines approves the Capital Construction Five-Year Plan for State Requests with a total project cost of \$259.8M and a State funding request of \$112.5M

Five-Year State IT Capital Plan request Ms. Volpi provided an overview of the requirement to submit funding requests to the State for any information technology project over \$5 million. She reported there is only one project currently being considered with a cost of \$15,627,237; this is year three of a multi-year request for the State. Ms. Volpi provided a summary of the implementation of the new enterprises planning system that encompasses Human Resources, Finance and Student Systems. She reported that the majority of the funding is coming from the State. Ms. Volpi reported the go-live date for the Human Resources and Finance systems was pushed to January 2023 and management is still assessing the solution for the student system.

Trustee Burgess motioned to approve FY24 State IT Capital Plan request as presented; seconded by Trustee Starzer. Approved 5-0.

***BE IT RESOLVED*** that the Board of Trustees of the Colorado School of Mines approves the Five-Year Capital IT Plan with a total project cost of \$15,627,237 and a total State request of \$14,152,701 of which \$11,059,701 is being requested for years 2024 and 2025.

Debt Financing Ms. Volpi provided an overview of the request for debt financing for the approved capital projects: Labriola Innovation Center; Beck Venture Center; and the Early Childhood Education Center. Also requested is approval to refinance the 2018A bonds. Ms. Volpi provided an overview of the plan for financing new projects and summarized the Series 2018A Floating Rate Notes (FRNs) for refinancing. She provided information on the mechanics of the fixed rate debt, noting the Credit Spread is the only variable debt. She provided an overview of the debt portfolio and a summary of borrowing for new projects and refinancing on floating rates.

Trustee Steinberg motioned to approve Financing as presented; seconded by Trustee Burgess. Approved 5-0.

Pursuant to the authority conferred upon it by §23-41-104(1), C.R.S. (2008), the Board of Trustees has the power to borrow funds, to issue securities and refunding securities.

Resolution

***BE IT RESOLVED*** that the Finance and Audit Committee has reviewed the financing plans for partial financing of the Beck Venture Center, the Early Childhood Education Center and the Labriola Innovation Complex representing new debt of up to \$21.0M and recommends approval of this new issue to the Board of Trustees.

*The Committee also recommends approval of the refinancing of the 2018A bonds of up to \$37.5M and the amending of the swap to the new base rate.*

*As such, the Finance and Audit Committee recommends to the Board of Trustees the approval of the Nineteenth Supplemental Resolution included as Attachment 1.*

100% Tuition Pledge Ms. Volpi provided an overview of the tuition revenue that is pledged to bondholders noting that the State of Colorado only allows state universities to pledge 10% of tuition revenue. She noted that through efforts by a collaborative approach of many Colorado universities, Senate Bill 22-121, was passed that will now allow higher ed institutions to increase the tuition pledges from 10% to 100% with Board approval. Ms. Volpi explained how this allows an institution to receive the best rates when going to market.

Trustee Steinberg motioned to approve 100% Tuition Pledge as presented; seconded by Trustee Grewcock. Approved 5-0.

As per §23-5-103(1), C.R.S. (2022), a governing board of an institution or group of institutions that has entered into a contract for the advancement of money on behalf of such the institution or group of institutions may pledge up to one hundred percent of tuition revenues.

***BE IT RESOLVED*** that the Finance and Audit Committee of Colorado School of Mines recommends to the Board of Trustees approves the increase of the tuition revenue pledge to bondholders from 10 percent to 100 percent of total tuition revenue by amending the Master Enterprise Bond Resolution through the approval of the 19th Supplemental Resolution (Attachment 1 of Debt Financing materials).

Faculty Handbook Committee Recommendations Dr. Holz provided a summary of the proposed modifications to the Faculty Handbook for AY 2022-2023 and recommended to the Board for approval.

Trustee Starzer motioned to approve Faculty Handbook Committee recommendations as presented; seconded by Trustee Steinberg. Approved 5-0.

***BE IT RESOLVED*** that the Board of Trustees of the Colorado School of Mines hereby approves the above listed modifications to the Faculty Handbook.

New Programs approval Dr. Holz provided an overview of the proposed new Non-Thesis Master of Science in STEM Education Engineering and introduced Dr. Wendy Adams to provide details about the program.

Dr. Adams provided a summary of the Master of Science in STEM Education Engineering program. She provided a review of the teaching specialties involved and who the program targets. Dr. Adams provided information on student interest and the program coursework and reviewed the benefits of the program to Mines. She also reviewed the elements of the signature student experience within the program, highlighting the interdisciplinary program components.

Dr. Adams reported that initially the students leaving the program would receive their teaching certificate after a year working with entities such as Aspire to Teach. She reported Mines would apply for licensure from the State with the hope of having this in place by Spring so students can leave the program with their license for teaching middle grade and high school STEM courses.

Trustee Starzer motioned to approve the new program as presented; seconded by Trustee Steinberg. Approved 5-0.

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

- *Non-Thesis Master of Science in STEM Education*

#### **d. Regular Written Reports**

Admissions and Enrollment report Ms. Kester reported there was little change to the written report. She noted the student summer enrollment “melt” is slower than usual, and as of today, there are 1561 incoming freshmen and 128 transfer students. There was discussion regarding decline of grad students and overall enrollment.

Research and Technology Transfer report Dr. Copan reported that it was a strong year for research funding and the numbers and charts in the report are preliminary. He reported the overall goal is the retention of R1 status received by the Carnegie Foundation for research intensity at Mines. Dr. Copan reported that meetings between Mines and the Senate Appropriation Committee and Department of Defense leadership have occurred. He reported that Mines is hosting a national conference in August that will allow agencies such as DARPA to become more familiar with Mines. Dr. Copan provided information on the Robotics program launching in September, engaging high school level students. He reported on several planning sessions taking place as part of the National Science Foundation (NSF) restructuring and programs focused on science innovation.

CSM Foundation and Alumni Relations report Mr. Winkelbauer provided an overview of the current Foundation philanthropy activity reporting that Mines is in the home stretch of the Mines@150 campaign. He reported the Foundation is getting a better sense of what donors are interested in and will review campaign priorities and determine what needs emphasis. Mr. Winkelbauer noted the priority funding opportunity is the Global Energy Future Initiative (GEFI) and reported having received a verbal commitment from VHP to be a founding member of

GEFI, focusing on programs of excellence and distinction. Mr. Winkelbauer reported the Foundation Executive Committee ratified the recommendation to fund \$1 million for the Mines Venture Fund, which he has been working across campus to develop and is an important piece of the Entrepreneurship and Innovation ecosystem on campus. He reported there is considerable donor interest in this.

10:15 a.m. Motion to move into executive session by Trustee Grewcock, seconded by Burgess.

To discuss legal advice pursuant to §24-6-402 (3)(a)(II), C.R.S.; update on potential property transaction per CRS 24-6-402 (3) (a) (I); and matters required to be kept confidential by federal law or statute statutes, pursuant to §24-6-402(3)(a)(III), C.R.S.

10:30 a.m. Motion to adjourn Executive Session by Trustee Burgess.

10: 40 a.m. Dr. Fox led the Board on a tour of Spruce Hall.

11:15 a.m. Lunch provided to the Trustees with a presentation by RW Jones on raising Mines profile.

12:30 p.m. There being no further business the meeting was adjourned.



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Anne Stark Walker, Secretary