

## **RECORD OF PROCEEDINGS**

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Golden, Colorado

January 11, 2002

The Board of Trustees met in regular session on January 11, 2002 in the Coors Board Room.

Present: Trustees Evans, Erisman, Krug, Mooney, Tschatschula, Wagner and Student Trustee Hutchinson. Absent: Trustee Coors

Also attending the meeting were President Trefny, Vice Presidents Chevront, Middleton and Moore; Interim Vice President Han; Associate Vice Presidents Dais, Olds and Young; Dr. Romig, Dean of Graduate Studies and Research; and other staff members and visitors.

Trustee Erisman presided.

Previous Minutes. Trustee Krug made a motion, seconded by Trustee Tschatschula, that the minutes of the December 13, 2001 meeting be approved as submitted. Motion carried.

Report of the President of the Board. Trustee Erisman commented that the Board had asked Trustee Evans to prepare a list of observations about the School made by presidential candidates during the most recent search, to share with President Trefny.

Trustee Erisman reported that he had a fruitful luncheon meeting with Art Biddle on issues related to the possible merger of the Alumni Association and the School. Trustee Erisman and Trustee Mooney have been invited to attend the February 9 meeting of the Board of the Alumni Association. Trustee Erisman expressed his hope that this issue will move forward in an expeditious yet sensitive manner.

President's Report. President Trefny reported that he attended additional meetings of the Blue Ribbon Panel on role and mission, held on December 18. Mines is the only institution of higher education with no proposed changes to its role and mission. The meetings were followed that evening with a reception at Bruce Benson's home.

On December 19, President Trefny and Trustee Evans met with Ed Crabtree and Jodi Menebroker to discuss the development of a business plan that might forge a new relationship between the Alumni Association and the School. President Trefny commented that he is starting to set the stage for this issue by researching what is done at other schools, as well as reviewing the CSM files for helpful information.

President Trefny reported that Mr. and Mrs. Ralph Peterson hosted a dinner at their home in honor of the Trefnys on December 21.

President Trefny reported that he met with Senator Allard on January 2 to discuss the energy thrust area. Senator Allard has offered his assistance in setting up meetings on Mines' behalf with the pertinent executive offices.

On January 8 the first in a series of Leadership Forums was held. These events, developed in response to the September 11 tragedy, are being co-sponsored by Jeffco Public Schools, Mines, Red Rocks Community College, NREL, and Lutheran Medical Center. Approximately 175 people were in attendance at the first event, at which questionnaires were distributed to elicit feedback on potential topics for future forums.

President Trefny reported that he is in discussion with NREL regarding their possible co-sponsorship of a major Symposium on energy.

President Trefny reported that a number of applications have been received for the Vice President for Institutional Advancement position. A search committee, consisting of David Matlock, Don Miller, and Frank Stermole, has been formed. President Trefny will meet soon with the committee to charge them. There will be an opportunity during the selection process for involvement by the Trustees, the Steering Committee, and the campus community.

President Trefny inquired as to whether or not the Board would like to have a meeting at the newly completed Phi Gamma Delta (Fiji) House. The Board expressed their interest in doing so and directed staff to make arrangements as appropriate.

President Trefny indicated that there has been discussion about the possibility of a formal opening for the Petroleum Institute the week after the Trustees Retreat. Currently, we are waiting to hear from Abu Dhabi regarding these proposed dates

Audit Reports. Vice President Moore reported that there are five audit findings, none of which are material. He noted the significant reduction in the number of findings this year. Vice President Moore reported on some of the highlights of the reports. He also reported that the School will have to re-state all assets as part of the implementation of new accounting standards. The Trustees inquired about the two recommendations from last year's audit that were not implemented. Vice President Moore responded that the private review of bonds will be implemented in the future. Regarding the recommendation on the collection of gate receipts at athletic events, the School is working to try and balance the risk of pilferage with the limited revenue collected at these events. Trustee Evans made a motion, seconded by Trustee Krug, that the audit reports be accepted. Motion carried.

Board of Trustees Meeting Calendar. Given the shift of the Retreat to May, the Board will need to meet in June to approve the budget. Since the suggested June 14 date

will not work for several members of the Board, staff was directed to poll the Board for an alternate meeting date in June.

**Emeritus Recommendations.** Vice President Middleton presented recommendations for emeritus status for four retiring faculty members: Dr. Timothy A. Cross, Dr. John C. Emerick, Dr. Kenneth E. Kolm, and Dr. Karl R. Nelson. Trustee Mooney made a motion, seconded by Trustee Wagner, that emeritus status be granted to all four faculty members. Motion carried.

**Diversity Plan.** The members of the Diversity Committee Steering Committee, Judi Diaz-Bonacquisti, Hille Dais, and Debra Lasich, were commended for their work in pulling together this comprehensive collection of data. The Trustees commented that the report does a good job of illustrating where Mines is doing well, as well as pointing out areas for improvement. The Trustees asked that the Committee clarify what needs to be submitted to CCHE and asked that this report be edited for submission. The Board also suggested it might be helpful if the report included recommendations and goals. President Trefny indicated that he would meet with the Diversity Committee in the near future to clarify its charge. Trustee Erisman indicated that he would be meeting with the Diversity Committee's Steering Committee in February to discuss the issue of adding sexual orientation to the School's non-discrimination statement.

**Tuition Rates.** Vice President Moore indicated he had brought this issue forward at this time so the Board could begin thinking about what type of tuition increase might be appropriate for next year. The School may increase tuition at twice the rate of inflation, which is currently at 4.9%. Vice President Moore commented that the faculty members on the Budget Committee favor the maximum increase. Nationally, higher education is moving toward tuition increases that are significantly greater than inflation. The potential effect of a significant tuition increase on enrollment was discussed. Associate Vice President Young pointed out that 80% of students do not pay full tuition as listed, due to their financial aid packages. An increase in tuition would necessitate an increase in funding for financial aid as well, resulting in a net yield of approximately 7/8 of the increased tuition.

The Trustees discussed the merits of tiered increases rather than an across the board increase. The Trustees also indicated their interest in seeing documentation of the School's budget needs, in order to help set the stage for the tuition rate discussion. The Trustees asked whether there could be some effort to exempt the School from TABOR. They also indicated it would be beneficial for employees to know the value of their full compensation package. Student Trustee Hutchinson indicated that, should there be a significant tuition increase, students will want to be able to see direct results in terms of improved teaching, equipment, etc.

**Performance Contract.** Vice President Moore reviewed the highlights of the proposed performance contract with CCHE related to the School's Exemplary Institution status. Any comments on the draft contract should be directed to Vice President Moore. The Board of Trustees, as well as the Colorado Commission on Higher Education, will be

asked to take action on the contract in February. After that, the contract will go to the Joint Budget Committee and both Education Committees, prior to submission to the General Assembly.

Proposed Change to Academic Calendar. President Trefny commented that the proposal to increase the length of winter break had been thoroughly vetted on campus, and there was widespread support for the proposed change. Student Trustee Hutchinson proposed that the Board endorse the proposal. The Board added their endorsement to the proposed change. The Trustees also commented on the relatively short period of time allotted for final exams.

Advisory Board. President Trefny distributed a compilation of names that have been mentioned as possibilities for the Advisory Board. He indicated that not everyone on the list may be appropriate, but they may be able to assist the School in identifying potential members. The need for a diverse membership for the Advisory Board was discussed.

CCHE Annual Academic Planning Report. Vice President Middleton indicated that this report is due to CCHE on January 1. It was submitted as a draft, with the understanding it may be revised by the Board of Trustees at the January meeting. Vice President Middleton commented that the report highlights the increased dovetailing of undergraduate and graduate programs. The Board commended Vice President Middleton on a well-crafted document.

Monthly and Year to Date Financial Report. Vice President Moore reported that this year's tuition revenue will be above the budget projections.

Vice President Moore indicated the City of Golden asked him to share an artist's rendering of the proposed traffic circle at 19<sup>th</sup> and Illinois. The City has estimated the value of the required CSM land at \$291. The School estimates a value closer to \$75,000. The City also developed a rendering of a suggested traffic-calming project for Illinois Street, which the City proposes would be funded by the School. The City's art in public places commission has expressed interest in installing a statue of a miner and burro in the proposed roundabout. The Board expressed its concern about the impacts of the 19<sup>th</sup> Street project on CSM's sprinkler system. The Board was also concerned that the original proposal showed the roundabout encroaching on property to the north and south of the proposed roundabout. The new drawings show the project encroaching only to the north. The Board indicated that the value of the land is not trivial, and expressed its interest in understanding what the School will receive in compensation. A suggestion was made that the City install survey lines to demonstrate the impact on the site.

Monthly Compliance and Safety Report. Vice President Moore indicated there were no major environmental health or safety issues at this time.

Admissions and Enrollment Reports. Vice President Chevront reported there has been an across the board increase of almost 100% in the number of applications. Of

the approximately 2200 applications, 1265 were submitted via FastAp. Associate Vice President Young credited President Trefny and Vice Presidents Cheuvront and Moore for their support of this pilot project. Associate Vice President Young commented that an attempt is being made to narrow the range of the admissions index window. The School is hoping for an average freshmen class index of 123. Last year's freshmen class had an average index of 118.

Graduate School Admissions Report. Dean Romig reported that there were some encouraging signs for graduate enrollment.

Monthly and Year to Date OIA Report. Interim Vice President Han reported on some major gifts that were received during December. He commented that there is clearly some momentum building with the campaign. President Trefny will be visiting Phoenix and Tucson the week of January 14.

Faculty Senate Report. Dr. Pang sent his regrets that he was unable to attend the meeting and indicated there was no report at this time. Trustee Erisman commented that the Board appreciates having an opportunity to hear about faculty issues and concerns and asked Vice President Middleton to express the Board's interest in having a member of the Faculty Senate attend the Board meetings.

Alumni Association. Mr. Robert Pearson attended the meeting to represent Mr. Michael Watson, Executive Director of the Alumni Association, who was traveling on Association business. Mr. Pearson reported that the metro Denver section lunches are being discontinued and replaced with after work mixers. The goal is to try and reach out to the younger alums. Mr. Pearson invited all of the Trustees to the Alumni Association's annual meeting and breakfast on Saturday, February 9 at 8:00 a.m. Mr. Pearson reported that a chili dinner was recently held on campus for students who had received the Mines Achievement Medal while in high school. He also reported on plans to revamp Winter Carnival to increase participation.

Awards Committee Recommendations. President Trefny reported that the Awards Committee met on January 10. The Committee recommends the following honorees for the May 2002 commencement.

*Honorary Degree and Commencement Speaker:*

The Honorable Gale A. Norton  
The Secretary of the Interior

*Honorary Degrees:*

Dr. Craig R. Barrett  
President and CEO, Intel Corporation

Justice William Erickson  
Former Chief Justice, Colorado Supreme Court

Dr. Jack Howard

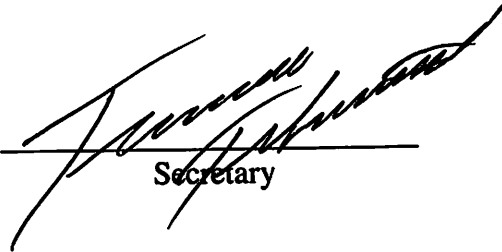
Hoyt C. Hottel Professor  
Department of Chemical Engineering  
Massachusetts Institute of Technology

*Distinguished Achievement Medals:*

Mr. Dyke Howell, '63  
Dr. Keith A. Kvenvolden, '52  
Mr. Daniel McFadden, '63  
Dr. Michael J. Taravella, '77

The Trustees unanimously endorsed this slate of nominees. In addition, the Trustees expressed an interest in increasing the number of women nominated for awards.

The meeting adjourned at 12:55 p.m.



Secretary

January 11, 2002

## **RECORD OF PROCEEDINGS**

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Golden, Colorado  
February 8, 2002

The Board of Trustees met in regular session on February 8, 2002 at the Phi Gamma Delta fraternity house on the Mines campus.

Present: Trustees Coors, Evans, Erisman, Krug, Mooney, Wagner and Student Trustee Hutchinson. Absent: Trustee Tschatschula.

Also attending the meeting were President Trefny, Vice Presidents Chevront, Middleton and Moore; Interim Vice President Han; Associate Vice Presidents Dais, Olds and Young; Dr. Romig, Dean of Graduate Studies and Research; and other staff members and visitors.

Trustee Erisman presided.

Previous Minutes. Trustee Mooney requested that the description on page 5 of the January 11, 2002 minutes describing the admissions index window be re-written for clarity. Trustee Evans made a motion, seconded by Trustee Krug, that the minutes of the January 11, 2002 meeting be approved with this clarification. Motion carried.

Report of the President of the Board. Trustee Erisman remarked that he, Trustee Krug, and Mr. David Powell will be meeting with the members of the Steering Committee of the CSM Diversity Committee to discuss the non-discrimination policy, as soon as everyone's calendars permit.

The Trustees extended their congratulations to Student Trustee Hutchinson, who will be going to Cambridge University on a Gates Scholarship to pursue a Ph.D. in Chemical Engineering.

President's Report. President Trefny reported on his recent trip to Arizona. A reception was hosted by Phelps Dodge in Phoenix. The Tucson reception was hosted by Dr. and Mrs. Ansell. In addition to the receptions, President Trefny had a number of private meetings with potential donors.

President Trefny commented that the Carnegie Foundation visit to campus was very successful, and we anticipate a number of positive outcomes from the report.

On January 24<sup>th</sup>, President Trefny met with Bryan and Kathryn Lees, who are both alumni of the School. Their Sweet Home Mine focuses on finding museum quality minerals, some of which are on display at the Denver Museum of Nature and Science.

The Lees also have a phenomenal private collection. President Trefny is interested in working with the Lees to develop a customized gift to the Petroleum Institute for permanent display to memorialize CSM's relationship with the Institute. The Lees have also invited the Trustees for a private tour of the mine during the summer.

President Trefny reported that the Search Committee for the Vice President for Institutional Advancement is working toward the development of a short list. He commented that Martin Grenzeback has been very helpful during this process.

President Trefny attended the Governor's Economic Roundtable on January 29.

The Editorial Advisory Board for Mines Magazine met on January 30. President Trefny remarked that this group is working very well together.

President and Mrs. Trefny attended a dinner hosted by Sigma Alpha Epsilon on January 30.

Through the auspices of Terrance McNulty, President Trefny met with the Hazen Board and had the opportunity to tour the facilities on January 31.

On February 1, President Trefny attended another session of the Blue Ribbon Panel.

President Trefny, Trustee Tschatschula and other CSM staff met with Jim Sims to discuss the School's energy initiative. Mr. Sims helped author the Bush Energy Plan.

On March 27, Andrew Lundquist, principal author of the Bush Energy Plan will visit campus and speak at a dinner that evening.

President Trefny reported on a positive meeting with Senator Perlmutter.

President and Mrs. Trefny presented a gift of the Mines burros to Mr. and Mrs. Lofgren at a luncheon on February 7, in recognition of their support for the Center for Welding and Joining.

President Trefny reported that the Geophysics Visiting Committee will be on campus February 28 and March 1. The opening session will be held in the Coors Board Room from 8:00 a.m. – 9:30 a.m. The exit interview will be held on March 1 from 1:30 – 2:30 p.m., also in the Coors Board Room. President Trefny indicated he will regularly report upcoming Visiting Committee schedules to the Trustees.

On March 29, CSM will host a meeting for Senator Allard and his staff. In addition to their regular staff meeting, there will be an opportunity for Senator and Mrs. Allard and the Senator's staff to tour the campus.



President Trefny noted that the majority of the Trustees indicated they could be available to meet on June 24, 2001. This date has been added to the Trustees meeting schedule.

President Trefny reported that Vice President Middleton was in Abu Dhabi last week. An article about the Petroleum Institute was featured in Shell's magazine; copies were distributed to the Trustees. The date of the formal opening of the Petroleum Institute has been set for May 22, 2002. CSM hopes to have a significant presence at the event. The Office of Institutional Advancement is working to organize an alumni/friend reception the evening of the opening. Following the opening, other events will be organized in Europe.

Performance Contract. Vice President Moore reported that CCHE unanimously approved the Performance Contract last Friday. Since that time, members of the CCHE staff have raised a concern related to item 9 on page 2 of the contract. CCHE staff propose the addition of the phrase "and CCHE" (highlighted in brackets and italics in the following sentence): "Once the Master Plan has been reviewed and approved by CCHE, all CSM self-funded capital construction projects included in the approved Master Plan will be authorized to proceed after CSM Board of Trustee [*and CCHE*] review and approval." Vice President Moore indicated there is a State statute that directs that CCHE "will review and approve plans", and that it is a matter of interpretation whether this refers to the Master Plans or individual program plans. Trustee Krug made a motion, seconded by Trustee Evans, that the Performance Contract be approved as submitted to CCHE. Motion carried.

Proposed Tuition Rate Increase. Vice President Moore indicated that the only budget growth for next year may be from increased enrollment and tuition. The Performance Agreement enables the School to recommend tuition at twice the CPI, which has not yet been certified but is expected to be around 4.5%. There is a need to catch up to inflation, since increases in previous years did not match the CPI. There was discussion about the importance of setting aside 15% of any tuition increase for financial aid. The importance of offering competitive faculty salaries was also discussed, as well as the need to continue the School's emphasis on keeping a conscious line on costs. Vice President Middleton recently had to make the difficult decision to curtail a number of faculty searches due to budgetary pressures. Vice President Moore pointed out that increasing percentages of the budget have shifted to the instruction budget in recent years. It was suggested that the School develop materials showing the history of CSM tuition rates, inflation rates and starting salaries for graduates. There was also discussion regarding the constraints of working within the State's classified personnel system, and the growing costs of the faculty benefit package. Student Trustee Hutchinson was asked how the students might react to a significant tuition increase. He indicated students may be receptive if they see direct benefits to them through improved instruction, and if the impact on current students can be minimized through the structuring of their financial aid packages. Trustee Krug made a motion, seconded by Trustee Wagner, to approve the maximum allowable tuition increase per S.B. 229.

Department Name Change: Chemical Engineering. The Trustees noted that there appears to be widespread support from all constituencies to change the name of the Department of Chemical Engineering and Petroleum Refining to the Department of Chemical Engineering. Trustee Coors made a motion, seconded by Trustee Krug, that the requested name change be approved. Motion carried.

Sabbatical Requests. Vice President Middleton presented 13 sabbatical requests for the 2002-2003 academic year. After extensive discussion and review to ensure each candidate met the requirements, Trustee Coors made a motion, seconded by Trustee Evans, that the sabbaticals be approved as presented. Motion carried.

Clear Creek County Land Swap. Vice President Moore introduced Mr. Gary Hutchinson, who has volunteered his time to assist the School on this issue. Clear Creek County has approached the School with a proposal to give the School five parcels of land in exchange for a strip owned by the School in an area the County wants to develop. Mr. Hutchinson suggested the County also give the School some claims near the Edgar Mine. The County also wants an easement for a power line and to widen the road. Mr. Hutchinson commented that it would be beneficial to the School to grant the easements. If the swap were approved, the School would have more contiguous land at the Joe Reynolds site and could consolidate some property near the Edgar Mine. The Trustees thanked Mr. Hutchinson for his efforts on behalf of the School and directed the Administration to work with Clear Creek County to complete the transactions.

Board of Trustees Meeting Calendar. President Trefny requested the Trustees consider shifting their meetings to the third Friday instead of the second Friday. Such a shift would provide additional time to prepare end of the month reports and facilitate scheduling of trips, since the CCHE Chief Executive Officers meet the third Wednesday of each month. The Trustees agreed in principle to the change, but asked that modifications be made to avoid key holiday weekends.

By-laws. Trustee Wagner and Mr. Liberatore reviewed a draft provision of the Board's By-laws that would reference the advisory members concept as authorized by statute. Suggestions were made to change the size to a range of nine to fifteen, and to broaden the description of the Advisory Board's role. Minor editing changes were also suggested. Trustee Wagner and Mr. Liberatore will revise the document for further review and discussion by the Trustees at the March meeting.

President Trefny commented that he viewed the Advisory Board functioning similarly to the Visiting Committees. Trustee Mooney remarked that he would like to see the Advisory Board members assist in establishing working committees of the Board of Trustees.

Ethics and Character Development Committee. Vice President Chevront reported on the formation of a new committee to look into issues such as drug and alcohol use and suicide on campus. The first task of the group will be to define the problem(s). Two sub-committees have been formed. One will focus on drug and alcohol

education and the other will focus on enforcement/rehabilitation/punishment issues. The Committee includes faculty, staff and student representation and is chaired by Mr. Bruce Goetz. Trustee Mooney asked that the Committee emphasize the illegal aspects of drug use.

Mr. Jordan Wiens, President of the Associated Students of Colorado School of Mines, remarked that the work of this Committee will be closely tied to the students' efforts to institute an Honor Code. A committee of students is in the process of drafting an Honor Code, after reviewing examples from other institutions. Mr. Wiens shared a rough draft of the proposed Honor Code, which focuses on the concepts of personal integrity, excellence, and social accountability. The students plan to share the draft Honor Code with all campus constituencies later this spring. The Faculty Senate has already indicated its support for the concept. The students hope to have the document ready in final form for a special election next fall.

Endowed Chairs. Interim Vice President Han indicated that he had worked with President Trefny and Vice President Middleton to draft descriptions for the various levels of endowed chairs. They are also working on developing guidelines for other naming opportunities.

Monthly and Year to Date Financial Report. Vice President Moore reported that the reduction in state financial support is the major budgetary issue.

Monthly and Year to Date Research Volume Report. Vice President Moore commented that research volume is down slightly from last year but is still very strong.

Admissions and Enrollment Reports. Vice President Chevront distributed the February report to the Trustees. The number of applications is extremely high, most likely due to the FastAp/Golden Scholars program; the issue now is what the yield will be. Vice President Chevront also reported that "Discover CSM" will be held on March 2 for prospective students.

Graduate School Admissions Report. Dean Romig reported that he is concerned with the low level of graduate applications to date. In terms of yield, the primary determinant for graduate school enrollment is the amount of funding available to support students. Dean Romig indicated that the non-thesis programs are the best hope for turning around the graduate enrollment numbers. There was discussion regarding the potential of re-packaging existing programs to make them more attractive to students, as well as aggressively promoting some of the non-thesis options that are currently available. Dean Romig further commented that some new proposals will be coming to the Board for its review soon.

Monthly and Year to Date OIA Report. Interim Vice President Han reported that this year's numbers are approximately 20% below last year, but that he is heartened by the tenor of conversations with prospective donors. On March 7, there will be a Denver area President's Council reception at the Pinnacle Club. President Trefny will

travel to California in February and Florida in March. In response to a question on the willingness of donors to fund graduate fellowships, Mr. Han reported that, in general, alumni are more interested in funding undergraduate scholarships. The Campaign has a goal of raising \$50,000,000 for student support. Mr. Han also reported that a new Director of Corporate Relations has been hired, and graduate fellowships may be a focus area for corporate partners.

Faculty Senate Report. Faculty Senate President Eul Pang reported that the Senate is currently examining, in conjunction with the Graduate School, the issue of using CSM graduate students to teach classes. Currently, CSM policy prohibits the use of our own graduate students, but allows the use of graduate students from other institutions. There may be instances when a CSM graduate student is particularly well qualified to teach as an adjunct. One possibility being explored is the development of a new faculty category, the Teaching Fellow. A CSM graduate student who met certain criteria, including participation in SYGN 600 and a pedagogical evaluation by the Director of the Center for Engineering Education, could become a Teaching Fellow and gain valuable teaching experience, while at the same time assist the School in its goal of hiring the best adjunct faculty possible. The Senate has appointed a task force, which includes the director of the Center for Engineering Education, to develop a proposal on this issue.

Alumni Association. Mr. Michael Watson, Executive Director of the Alumni Association, reported that the new format of informal mixers, which have replaced the luncheons, is working well. The next mixers will be held on February 21 at the Wynkoop Brewery and Flatirons Crossing. Mr. Watson also reported that there will be a brunch commemorating the 25<sup>th</sup> Anniversary of Women's Sports at CSM on February 23, followed by a CSM Women's Basketball Game. The Alumni Association Annual Meeting will be held on February 9, 2002 beginning with a breakfast at 8:00 a.m., to which the Trustees are invited.

The meeting adjourned at 12:35 p.m.



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Secretary

February 8, 2002

## **RECORD OF PROCEEDINGS**

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Golden, Colorado  
March 8, 2002

The Board of Trustees met in regular session on March 8, 2002 in the Coors Board Room.

Present: Trustees Coors, Erisman, Krug (via teleconference), Mooney, Wagner and Student Trustee Hutchinson. Absent: Trustee Evans.

Also attending the meeting were President Trefny, Vice Presidents Chevront, Middleton and Moore; Interim Vice President Han; Associate Vice Presidents Dais, Olds and Young; Dr. Romig, Dean of Graduate Studies and Research; Dr. Michael Nyikos and other staff members and visitors.

Trustee Erisman presided.

Previous Minutes. Trustee Wagner suggested that the item on page 4 of the February 8 minutes pertaining to the Advisory Committee working with committees of the Board of Trustees be changed to read as follows: "Trustee Mooney remarked that he would like to see the Advisory Board members assist in establishing working committees of the Board of Trustees." Trustee Mooney made a motion, seconded by Trustee Wagner, that the minutes of the February 8, 2002 meeting be approved with this clarification. Motion carried.

Report of the President of the Board. Trustee Erisman asked that Carol Chapman draft a resolution thanking Mr. Gary Hutchinson for his recent service to the Board regarding the Clear Creek County land swap.

Trustee Erisman remarked that he had attended the Alumni Association's Board meeting on February 9. President Trefny is working on a proposal to re-define the relationship between the School and the Alumni Association.

Trustee Erisman reported that he, Mr. David Powell and Student Trustee Hutchinson are scheduled to meet with the Steering Committee of the Diversity Committee on March 12 at 7:45 a.m. regarding the School's non-discrimination policy.

Trustee Erisman commented on an impressive luncheon event held on March 5 honoring CSM student athletes for their academic performance.

On the occasion of his upcoming retirement from the Board of Trustees, Trustee Erisman expressed his appreciation to everyone associated with the School for making his job as President of the Board of Trustees easy. He remarked that the word

“exemplary” epitomizes what he has found to be universally applicable throughout the School, and that he is proud to have had the opportunity to have served the School. He also expressed his appreciation toward the Student Trustees with whom he had the honor to serve. Trustee Erisman introduced Dr. Michael Nyikos, who will succeed him on the Board. The other Trustees individually expressed their appreciation to Trustee Erisman for his leadership, commitment and hard work on behalf of the School.

President’s Report. President Trefny expressed his appreciation for Trustee Erisman’s valuable counsel and his hope that he will continue to stay actively involved with the School.

President Trefny reported that over 100 friends of the School attended the Denver area President’s Council reception on March 7.

President Trefny also reported on recent meetings with a number of State legislators regarding the energy thrust area and other legislative issues.

Through the auspices of Trustee Erisman, President Trefny met with Stuart Sanderson, the head of the Colorado Mining Association, to discuss his support for the energy thrust area.

President Trefny met with the Namibian Ambassador to the United States, His Excellency Leonard Iipumbu. Namibia is rich in mineral resources and they are interested in sending students to the Colorado School of Mines.

President Trefny reported that Mr. Andrew Lundquist, who was scheduled to be on campus as the speaker for the student chapter of the Society of Petroleum Engineers Joint Session dinner, has canceled. Mr. Lundquist is helping identify an alternate speaker for the event.

President Trefny reported that he attended the February 9 Alumni Association Board meeting.

President Trefny’s recent trip to California included two receptions and a number of individual meetings.

The People’s Republic of China recently sent a delegation to Mines to explore ways to further develop positive partnerships.

President Trefny met with NREL’s new Education Coordinator, Ms. Cynthia Howell. He is hopeful that the School and NREL will find additional ways to work together.

President Trefny reported that the Geophysics Visiting Committee met on February 28 and March 1.

On February 23, President and Mrs. Trefny attended a brunch celebrating 25 years of women's sports at Mines.

On February 27, the Joint Education Committees and the Joint Budget Committee reviewed the Performance Contract.

President Trefny testified in favor of a bill that would make rhodochrosite the State mineral. He further commented that the School is proceeding with plans to have Bryan Lees'85 create a gift for display at the Petroleum Institute featuring rhodochrosite.

President Trefny mentioned that the School was cited by the Princeton Review as one of the top ten colleges in terms of accessible professors.

Trustee Tschatschula reported that he had met with Judge Greg Scott, who is interested in science and engineering education programs for minority students. Trustee Tschatschula referred him to the School's Minority Engineering Program.

Naming Opportunity. President Trefny asked the Board to consider naming the lounge in the lobby of the CTLM building for Senator Claire Traylor, who was instrumental in the development of the State's capital development program. President Trefny also reported that Interim Vice President Han is developing a comprehensive list of naming opportunities on the campus. Trustee Wagner made a motion, seconded by Trustee Mooney, that the lounge be named after Senator Traylor. Motion carried.

Graduate Certificate Programs. Vice President Middleton reported that graduate certificate programs provide a path for continued professional growth. He requested Board approval of a policy that would provide an umbrella under which specific proposals for such programs could be brought to the Board. Certificate programs frequently have an interdisciplinary focus and enable the packaging of existing courses in modules that are attractive to working professionals. Such certificates may become springboards to a graduate degree program. Dr. Middleton reported that this proposal reflects the culmination of the work begun at the 1999 Board of Trustees Retreat. Trustee Krug made a motion, seconded by Trustee Wagner, that the graduate certificate program proposal be approved as submitted. Motion carried.

By-laws. Trustee Krug expressed concern with the draft addition to the By-laws relating to the advisory committee members. Trustee Krug indicated she would like the By-laws to be clearer in terms of the role of the advisory members; she felt the Trustees need to clarify their vision for the advisory committee members before attempting to codify it in the by-laws. There was discussion regarding whether the by-laws need to be specific, or if they merely set the outside parameters from which a more specific plan will be crafted. It was agreed that Trustee Krug will meet with the by-laws sub-committee to discuss this issue.

BOT 2003 Meeting Schedule. Trustee Coors made a motion, seconded by Trustee Mooney, that the proposed 2003 meeting schedule be approved, with the deletion of the March meeting. Motion carried.

Green Center Decontamination and Repair Project. Vice President Moore reported that the Green Center's HVAC deficiencies in the south end of the basement and the need to remove asbestos from the building prior to beginning roof replacement activities are categorized as needing state funding to correct health/safety issues. The School has discussed with the CCHE Capital Subcommittee the concept of constructing an addition to the CTLM building. This would enable the Computing Center to permanently relocate from the Green Center to the CTLM building. A temporary home will need to be found for the Geophysics Department. Trustee Krug commented that she wants to be sure acceptable space is identified for the Geophysics Department. President Trefny assured Trustee Krug that the Geophysics space issue will be addressed in the program plan for this project. Vice President Moore also reported that CCHE has indicated they will not approve any additional projects until the School has an approved Master Plan. Trustee Mooney made a motion, seconded by Trustee Wagner, that the Program Plan for the CTLM addition be approved as the first phase of the Green Center decontamination and repair project and that the previously approved Program Plan for the remodeling of the south end of the Green Center basement be withdrawn. Motion carried.

Clear Creek County Property Issues. President Trefny introduced this as an emergency action item. The land swap in Clear Creek County proposed at the February Board of Trustees meeting has been accomplished. As expected, the County has asked for an easement for a right of way for power lines. It is anticipated the County will also need a subsequent easement to construct a wider road on the property. The County has not yet acted on the desired consolidation of land at the Edgar Mine property. Trustee Coors made a motion, seconded by Trustee Wagner, that the Trustees grant President Trefny the authority to provide the easements when the President deems the timing is appropriate. Motion carried.

Property Acquisition. President Trefny introduced this as an emergency action item. The School has the opportunity to purchase the corner lot at 16<sup>th</sup> and Elm Street. The property owners' proposal is reasonable, and the funding is available from a bequest. Trustee Wagner made a motion, seconded by Trustee Mooney, to authorize the purchase. Motion carried.

Campaign Kick-Off. Interim Vice President Han reported that consideration is being given to hosting a major public event to publicly kick-off the Campaign on either February 8 or February 22 of 2003.

Student Life Construction Projects. Vice President Chevront reported on a number of construction projects that might be included in bonds issued for the construction of a Wellness Center. The students will be asked to vote on a \$50 or \$55 per semester student fee in regard to the Wellness Center. If the students approve this fee,



Vice President Chevront will return with specific proposals based on the bonding capability.

Professional Masters Degrees. Vice President Middleton reported that this item was presented as an information item to inform the Board of the School's broad intentions in regard to the Professional Masters Degree. He will return with a specific proposal after the Performance Agreement has been approved.

Monthly and Year to Date Financial Report. Vice President Moore reported on the reduction in state financial support and the hiring freeze instituted by Governor Owens. He reported that the freeze currently applies to all positions and to personal services contracts. Higher education has requested an exemption from the hiring freeze.

Monthly and Year to Date Research Volume Report. Vice President Moore commented that research volume is up, and that this year may beat last year's record.

Admissions and Enrollment Reports. Vice President Chevront reported that everything is on track for fall. As reported previously, applications are well in excess of last year.

Registrar's Report. Registrar Susan Smith presented the spring 2002 Registrar's Report. The dramatic increase in enrollment in the Mathematical and Computer Sciences department was noted.

Graduate School Admissions Report. Dean Romig reported that the Graduate School is working on targeted recruitment. The major uncertainty is the TA budget. Dean Romig anticipates that next year's enrollment will hold constant, but that by the following year he hopes to see an increase in enrollment of working professionals.

Monthly and Year to Date OIA Report. Interim Vice President Han reported that he hopes to see \$22,000,000 raised by year-end.

Faculty Senate Report. Dr. Eul Pang, President of the Faculty Senate, reported that the Senate is looking at issues related to holding exams on Dead Day and during Dead Week. The Senate is consulting with student groups and the Vice President for Student Life and Dean of Students on this issue. Dr. Pang also reported there is general uneasiness among the faculty related to the State's finances. The budget rescissions and hiring freeze may be discussed at the March Faculty Forum. Dr. Pang indicated there may be another special meeting to discuss strategic planning. The Senate is also in the process of developing an evaluation form for administrators. This year, due to poor rates of return on surveys in the past, a Senator will attend a faculty meeting in each department/division to solicit input for the administrator evaluations. On behalf of the Faculty Senate, Dr. Pang thanked Trustee Erisman for his service to the School.

Alumni Association. Mr. Michael Watson, Executive Director of the Alumni Association, congratulated Trustee Erisman on the occasion of his retirement from the

Board of Trustees. Mr. Watson also reported on a successful alumni event held in Anchorage in conjunction with Colorado College. Another gathering for young alumni will be held on March 21. Mr. Watson also reported that the alumni Career Services program is booming.

The meeting adjourned at 12:20 p.m.



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Secretary

March 8, 2002

## RECORD OF PROCEEDINGS

Golden, Colorado  
April 12, 2002

The Board of Trustees met in regular session on April 12, 2002 in the Coors Board Room.

Present: Trustees Coors, Evans, Krug, Mooney, Nyikos, Tschatschula, Wagner and Student Trustee Hutchinson.

Also attending the meeting were President Trefny, Vice Presidents Chevront, Middleton and Moore; Interim Vice President Han; Associate Vice Presidents Dais, Olds and Young; Dr. Romig, Dean of Graduate Studies and Research; and other staff members and visitors.

Trustee Mooney presided.

Previous Minutes. Several corrections were made to the March 8, 2002 draft minutes: Trustee Evans' name was removed from the list of meeting attendees; a spelling correction was made for rhodochrosite on page 3; the date of the Student Athlete award luncheon was corrected to March 5 on page 1. Trustee Krug made a motion, seconded by Trustee Mooney, that the minutes of the March 8, 2002 meeting be approved with these corrections. Motion carried.

President's Report. President Trefny introduced Justin Carlson, the newly elected student representative to the Board of Trustees. He also introduced several students who were observing the Board meeting as part of a leadership class.

President Trefny distributed a compilation of the Academic Plans for each department/division. These plans are updated annually.

President Trefny reported on his recent trip to New Orleans and Florida, including the annual Bone Valley event, which was attended by more than 100 alumni and friends of the School.

President Trefny reported on a meeting with <sup>OM</sup> Ted Strickland on March 24, 2002. He also reported that Senator Allard and his staff met on campus on March 29, 2002. President Trefny provided Senator and Mrs. Allard and the Senator's staff with an update on the School's various programs; the Senator's staff participated in customized campus tours organized by the Public Affairs Office. President Trefny also reported briefly on a number of meetings held with State legislators during the past month.

President Trefny reported that the annual dinner of the student chapter of the Society of Petroleum Engineers was well organized and well attended.

President Trefny commented that he recently had the opportunity to meet with the Advisory Boards for the Engineering and Technology Management program and the International Political Economy program. He remarked that the level of membership on these advisory boards is comparable to the Visiting Committees, and that the School is fortunate to get input and advice from such distinguished individuals. President Trefny also reported that the Economics and Business Division recently hosted an informal meeting of its Visiting Committee.

President Trefny reported briefly on meetings with a representative from the office of the Malaysian Prime Minister and representatives of the Madrid School of Mines.

President Trefny remarked that he had several meetings with representatives of the Alumni Association to continue the dialogue on the relationship between the two organizations.

President Trefny complimented the students on a successful and well-organized E-days celebration.

President Trefny reported that Trustee Evans was interviewed by the *Chronicle of Higher Education* regarding the CSM "M".

President Trefny distributed a draft Resolution thanking Mr. Gary Hutchinson for his recent efforts on behalf of the School in negotiating the consolidation of land parcels in Clear Creek County. The Resolution was signed by Trustee Mooney.

While he does not routinely include information on research grants in his report, President Trefny highlighted a recent \$5,000,000 M.U.R.I. grant with CalTech and the University of Maryland. CSM is the lead agency on this grant, with Dr. Robert Kee as the Principal Investigator.

President Trefny informed the Trustees of a letter sent to the Board from a CSM faculty member expressing concern about the concealed weapons bill currently being considered by the State Legislature. President Trefny reported that Mines is following the progress of this issue in the Legislature.

The Board of Trustees Retreat is scheduled for May 16 – 18 at Beaver Creek Resort. President Trefny distributed a draft list of possible attendees, based on last year's invitation list. President Trefny remarked that he thought attendance at the Retreat should be based on a core group of individuals in key positions, supplemented each year by special guests who would vary based on the theme of the Retreat. The Trustees expressed their support for a Retreat of approximately the same size as last year. Trustee

Wagner commented that the Board should receive an update on the Office of Technology Transfer at an upcoming meeting.

Trustee Tschatschula commended Vice President Robert Moore and Mr. Jim Cole, the School's lobbyist, for their efforts to obtain severance tax funding for the energy thrust area. Given the State's budget difficulties this year, it will be an impressive accomplishment if the School is successful in securing \$250,000 in severance tax funding.

Trustee Mooney requested that staff begin planning an appropriate commemoration for Mr. Frank Erisman's service on the Board of Trustees.

Oath of Office. Trustee Mooney swore in Dr. Michael Nyikos as a new member of the Board of Trustees. The oath of office was signed and notarized. Dr. Nyikos remarked that he was honored to have been selected by the Governor to serve as a Trustee of the School. The Trustees extended their congratulations to Dr. Nyikos on his appointment.

Election of Officers. In his capacity as Secretary of the Board of Trustees, Trustee Tschatschula made a motion, seconded by Trustee Wagner, to elect Trustee F. Steven Mooney as President of the Board of Trustees. Motion carried.

Trustee Tschatschula made a motion, seconded by Trustee Wagner, to elect Trustee Michael S. Nyikos as Vice President of the Board of Trustees. Motion carried.

Trustee Evans made a motion, seconded by Trustee Krug, to elect Trustee Terrance Tschatschula as Secretary of the Board of Trustees. Motion carried.

Trustee Tschatschula made a motion, seconded by Trustee Evans, to elect Vice President Robert Moore as Treasurer of the Board of Trustees. Motion carried.

The Trustees congratulated Trustee Mooney on his election with a round of applause. Trustee Mooney remarked that this was a tremendous honor, and one that he could never have anticipated when he was a Mines student.

Emergency Action Item. President Trefny reported that the School has the opportunity to purchase a three-lot parcel at 17<sup>th</sup> and Maple Streets. The School must submit its offer by April 15, 2002. The purchase will be funded by a combination of funds from a bequest to the School and funds borrowed from the Petroleum Institute account until other bequests are available. There would be no impact on the School's operating budget. The property would be in the School's name, since the bequest named the School as the beneficiary. Trustee Krug made a motion, seconded by Trustee Nyikos, that the property be purchased. Motion carried.

**CSM Foundation Budget Proposal.** Vice President Moore reviewed the differences in the budget proposed by the Foundation and the budget being proposed by the School.

The Trustees discussed the best investment source for the Petroleum Institute funds. The funds are currently invested with the State Treasurer and are earning an average return of just under 6%. The Foundation's rate of return has been flat for the last nine months. The Foundation's unrestricted funds are declining because the Foundation is using unrestricted funds to make up for the declining value of some endowments. President Trefny commented that there have been an unusual number of property purchases recently, as several properties in the blocks the School is interested in consolidating happened to come on the market around the same time.

After discussion, the Trustees concurred that they did not think the Foundation should undertake deficit spending in the unrestricted fund. Trustee Wagner made a motion, seconded by Trustee Evans, that the Petroleum Institute funds be left with the State Treasurer for now, with the understanding that the School has the discretion of moving the funds to the Foundation when it believes the timing is right, and that the School provide the equivalent of the 2% management fee to the Foundation as part of its proposed budget. Motion carried.

The Trustees discussed the budget situation for the School. Vice President Moore commented that the School is using an incremental budgeting approach, and that currently there are many unknown variables. Given the number of unknowns, it is likely there will not be a proposed budget for action at the May Board of Trustees meeting. Trustee Coors asked if the School knew the worst-case scenario. President Trefny indicated that the School has been looking at a number of possible scenarios and could provide the Trustees with a summary of the major variables and issues for the May meeting.

**NCA Accreditation Visit.** Vice President Middleton reported that the last NCA visit was in 1992. Dr. Barbara Olds is coordinating the arrangements for the upcoming visit on October 28 –30, 2002. Dr. Middleton commented that, unlike ABET, NCA accredits the whole institution, including a significant focus on governance. Dr. Middleton expressed his hope that the Trustees will be available to meet with the accreditors. In response to a question, Vice President Middleton indicated that the School is in a good position for the visit, since NCA is using an evaluation model that is more outcome and assessment based.

**Sports Tiering Concept.** Vice President Chevront reported that the School does not have the financial resources to adequately fund the sixteen intercollegiate sports that are currently in place. Vice President Chevront reported that he is helping the athletics program with auxiliary funds and that a fundraising effort is underway, in coordination with the Office of Institutional Advancement. Mr. Daniel Lewis will assume primary administrative duties for the Physical Education and Athletics Department, freeing up more of Mr. Marvin Kay's time for fundraising. A new wrestling coach will be added to

the staff to replace Mr. Lewis, who has served as the coach for the wrestling team. Despite these efforts, Vice President Chevront indicated that the School needs to implement the tiering concept recommended a year ago by the President's ad hoc Committee on Sports and Athletics. The tiering concept will allow the School to allocate resources differentially among the various intercollegiate sports.

The first step in this tiering program will be to immediately designate swimming as a non-scholarship program. All scholarships that are now in effect will remain with the student-athlete until their eligibility is completed. The cost savings generated by this move will phase in over time, but should reach \$108,500 by the year 2005-06.

The second step in this process, beginning in the fall of 2002, will be to evaluate all other sports for possible tiering. Student Trustee Hutchinson asked if students would be involved in the tiering process. Vice President Chevront responded that students will be involved. President Trefny expressed his support for the tiering concept. He commented that it provides a great deal of flexibility and was a better approach than eliminating sports from the School's intercollegiate athletics program. Trustee Evans expressed his concern that the School offer sports activities that provide lifelong fitness opportunities, such as swimming. When asked what the effect of eliminating swimming scholarships would be on the program, Vice President Chevront indicated that it was uncertain. The School's cross country program awards very little in scholarships but is a successful program.

Trustee Nyikos commended Vice President Chevront for implementing the tiering concept. He commented that this is a good way to approach the problem, given the difficult economic reality.

Monthly Finance and Operations Report. Vice President Moore reported that the size of the State Appropriation is still uncertain. The Joint Budget Committee is recommending a reduction of \$425,801 or 2.12%. The Governor's Office of State Planning and Budgeting has directed the School to prepare for a reduction of \$735,369 or 3.67%. Expenditure patterns for the year remain within normal ranges.

In response to a question about the roundabout proposed by the City of Golden for the intersection at 19<sup>th</sup> and Illinois Streets, Vice President Moore reported that discussion has been delayed pending a traffic study.

Admissions and Enrollment Reports. The Trustees congratulated Associate Vice President William Young on his election as a Trustee of The College Board. Mr. Young reported that the increased number of applications for the year was directly attributable to the FastAp program, but the long-term impact of the program on enrollments is unknown. Mr. Young commented that the number of commits is somewhat lower than last year at this point, but that the quality is higher. There is a correlation between the strength of the incoming students and the likelihood they will be successful and stay. In response to a question, Mr. Young indicated that the School has gradually been improving the retention rate.

**Graduate School Admissions Report.** Dean Romig reported that admissions numbers for next year look fairly good, but there is great uncertainty in the budget. The academic departments/divisions have been given less spending authority than in previous years due to the budget uncertainty. This may result in departments/divisions being less aggressive in their offers to prospective graduate students.

**Colorado School of Mines History Project.** Trustee Evans reported that Mr. Norman Zehr and Dr. David Coolbaugh continue their efforts to develop a written history of the School. They have made a tremendous amount of progress, especially given the limited funding available for this project. The Alumni Association is working to identify funding for the book, with the hope that it will ultimately become self-funding through book sales. Dr. Coolbaugh commented that he has been working on this project for twelve years and spoke of the need for a complete written history of the School. Trustee Evans complimented Mr. Zehr and Dr. Coolbaugh for their dedicated work on this project.

**Monthly and Year to Date OIA Report.** Interim Vice President Han reported that the Campaign total is currently at approximately \$40,000,000. Mr. Han distributed a copy of the complete schedule for Reunion/Commencement Weekend. Mr. Han reported that his office had worked with the Engineering Division to bring judges to campus for the Senior Design trade show. Mr. Han also announced that there would be a reception in Abu Dhabi on May 23 and a reception in London on May 28, hosted by Conoco.

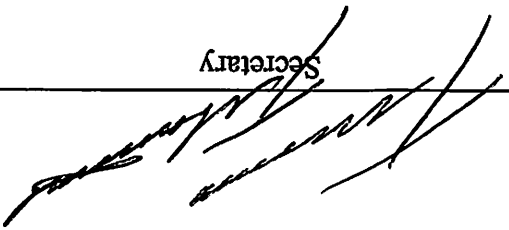
**Faculty Senate Report.** Faculty Senate President Eul Pang reported that the athletics faculty would like to participate in the Faculty Senate. Elections to fill five vacant positions on the Senate will be held the week of April 15. Dr. Pang congratulated Trustee Mooney on his election as President of the Board of Trustees and Trustee Nyikos on his election as Vice President of the Board of Trustees. Dr. Pang also congratulated incoming Student Trustee Justin Carlson, and commented that he is an outstanding student. Trustee Tschatschula inquired as to whether or not the Senate had discussed the concealed weapons bill. Dr. Pang reported that the Senate had not discussed this issue.

**Alumni Association Report.** Executive Director Michael Watson reported that his office is busy planning for Reunion Weekend. He also commented that the new mixer format is working well. Mr. Watson reported that the discussions between the Alumni Association and the School regarding their relationship are progressing.

**CSM Foundation Report.** Managing Director Linda Landrum reported that there had been a decline in assets due to the investment market. Ms. Landrum commented that there will be a continued reduction in unrestricted net assets in order to continue covering endowment payouts. The goal is to have the endowments repay the unrestricted account once the investment market has improved. Trustee Mooney noted that the CSM Foundation ranks 15<sup>th</sup> out of 194 public institutions in endowment assets per FTE student.



April 12, 2002


  
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 Secretary

The meeting adjourned at 12:05 p.m. and the Board of Trustees went into
 Executive Session to discuss promotion and tenure decisions.

Colorado School of Mines  
Board of Trustees

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**Resolution**

Adopted by the Board of Trustees at its meeting on April 12, 2002.

*Be it resolved that the Board of Trustees for the Colorado School of Mines extends its heartfelt appreciation to Mr. Gary Hutchinson for his recent exemplary service to the School in negotiating the consolidation of parcels of the School's property in Clear Creek County.*

A handwritten signature in cursive script, appearing to read 'J. M. M. M. M.', is written above a horizontal line.

President, Board of Trustees

## **RECORD OF PROCEEDINGS**

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Golden, Colorado  
May 2, 2002

The Board of Trustees met in regular session on May 2, 2002 in the Coors Board Room.

Present: Trustees Coors, Evans, Mooney, Nyikos, Tschatschula, Wagner and Student Trustee Hutchinson. Absent: Trustee Krug.

Also attending the meeting were President Trefny, Vice Presidents Chevront, Middleton and Moore; Interim Vice President Han; Associate Vice Presidents Dais, Olds and Young; Dr. Romig, Dean of Graduate Studies and Research; and other staff members and visitors.

Trustee Mooney presided.

Previous Minutes. Several corrections were made to the April 12, 2002 draft minutes. The fourth paragraph on page 6 should read "self-funding through book sales". Trustee Wagner suggested that the minutes did not need to reflect the level of detail on the CSM Foundation Budget. In the second paragraph on page 4, the phrase "in the unrestricted fund" should be added to the sentence on deficit spending. On page 2, 2<sup>nd</sup> paragraph, referencing the visiting committee, the phrase "off-line" should be changed to "informal". Trustee Evans moved to approve the minutes with these changes. Trustee Wagner seconded. Motion carried.

Report of the President of the Board. Trustee Mooney reported that Trustees Wagner and Coors, serving on a sub-committee regarding the Advisory Board, had proposed a new provision for the by-laws regarding the Advisory Board. Since Trustee Krug had previously raised some concerns with the draft language, Trustee Wagner will contact her to discuss these. Trustee Mooney commented that the Advisory Board is a key provision in the Exemplary Institution designation, and he does not want to let it languish. Trustee Evans suggested that the Board seek input from the Alumni Association. Trustee Mooney commented that President Trefny will participate in this process. President Trefny commented that the School needs to be clear on what role the Advisory Board will play as that will determine who should be invited to serve. Trustee Mooney indicated the Board should give consideration to what sub-committees might be developed. At the next meeting, the Board will continue its discussion of who might serve on the Advisory Board. Trustee Mooney asked Trustee Evans to serve as a conduit for Alumni Association and other input.

President's Report. President Trefny announced that on April 24, 2002 CSM was officially designated as an Exemplary Institution.

President Trefny reported that on April 12 he hosted Dave Brown, a CSM alumni who was on campus to serve as a Senior Design Contest Judge.

President Trefny reported on his recent trip to San Francisco. This trip included a reception in San Francisco, attended by approximately 60 individuals including honorary-degree recipient Bill Nix. He also attended a dinner in Palo Alto with prominent alumni.

President Trefny reported that on April 25<sup>th</sup> the Denver Women's Chamber of Commerce held their annual Bring Your Daughter to Work Luncheon. There were approximately 800-1000 people in attendance. Through the efforts of WISEM, CSM has a major presence at the event through the presentation of the Florence Caldwell scholarship winner.

President Trefny reported that the Petroleum Engineering Visiting Committee met on April 25<sup>th</sup> and 26<sup>th</sup>.

President Trefny reported that the Alumni Association/CSM Task Force has had its first meeting and is off to a good start. There are 7 people on the task force: Harold Chevront, Barbara Olds, Mike Glade, Mary Pott, Dave Powers, Jim Link and John Schwartzberg.

President Trefny reported that the Classified Employee of the Year reception, typically held at the Governors mansion, was canceled by Governor Owens due to the State's budget situation. In lieu of this event, President Trefny hosted a luncheon in honor of Michelle Kozel, this year's CSM Classified Employee of the Year.

President Trefny reported that CSM is currently hosting Rektor Poehl and Vice Rektor Brigitte Weinhard from the University of Leoben. An agreement between CSM and the University of Leoben was signed on May 1, 2002. Rektor Poehl and Vice Rektor Weinhard will be marching in the commencement procession and will attend the Honorary Degree Dinner at Green Gables Country Club.

President Trefny reported that the Administrative Faculty Council hosted a luncheon event and silent auction on May 1 to kick-off a new scholarship fund for the children of CSM employees who plan to attend Mines. There is a lot of excitement among employees about the establishment of this scholarship fund. Over \$5,000 was raised by campus faculty and staff at the initial fundraising event.

President Trefny reported that the Petroleum Institute opening has been moved to Tuesday, May 21, 2002. (This event has since been postponed until 2003)

Graduate Lists. Trustee Mooney made a motion, seconded by Trustee Nyikos, that the graduate lists be approved as submitted. Motion carried.

CSM Foundation Budget. The CSM Foundation Board has annually requested that the School of Mines Board of Trustees approve a proposed budget for expenditure of unrestricted Foundation funds prior to the June Foundation Board meeting. Vice President Moore presented the proposed budget prepared by the Managing Director of the Foundation as well as a budget proposed by the CSM Administration. The only significant difference between the two versions is \$120,000 in projected unrestricted investment income in the School's version. The School's budget proposed using these funds to pay for lobbying services at the Federal level, to fund compensation increases for Foundation employees, and to increase the funding level in the Officers Fund in order to provide additional flexibility during a tight budget year. The Trustees expressed their support of the budget prepared by the CSM Administration.

Welcome. Trustee Mooney welcomed a distinguished visitor, Tom McClaren '52.

Interdisciplinary Ph.D. The concept of an interdisciplinary Ph.D. has previously been presented to the Board. As part of the Exemplary Institution designation, such proposals will normally go to The Board of Trustees and the CCHE simultaneously. In this case, Ray Kieft at CCHE has already obtained CCHE approval. In response to a question from Trustee Tschatschula, Vice President Middleton indicated that the Coordinator position will be an additional duty for an existing employee, not a new position. Trustee Evans recused himself from the discussion and voting on this issue. Trustee Wagner made a motion, seconded by Trustee Tschatschula, that the Interdisciplinary Ph.D. be approved as submitted. Motion carried.

Petroleum Institute. Vice President Middleton presented a proposal for the Petroleum Institute Semester, which would facilitate the exchange of faculty between CSM and the Petroleum Institute. Functioning outside of the sabbatical structure, CSM faculty would be able to spend one semester at the Petroleum Institute under very specific and controlled circumstances, upon invitation of the Petroleum Institute.

As part of this proposal, the Petroleum Institute will pay the faculty member's salary, plus benefits and institutional overhead at the off-campus rate.

Trustee Evans commented that he is concerned with how the School will handle the dropout problem at the Petroleum Institute. Vice President Middleton commented that learning English is a big hurdle for some of the students, and that 60% of the Foundation Year is geared to language instruction.

In response to a question, Vice President Middleton indicated that there will be a requirement for CSM faculty participating in the Petroleum Institute Semester to furnish a report and deliverables, similar to the requirements of a sabbatical. Trustee Evans made a motion, seconded by Trustee Tschatschula, that the Petroleum Institute Semester policy be approved with the additional requirement of a report and deliverables. Motion carried.

Vice President Middleton submitted the first request to participate in the Petroleum Institute Semester by Dr. Greg Holden. Dr. Holden's proposal includes information on how his duties will be covered in his absence. Dr. Holden's salary will remain with his department. Trustee Evans made a motion, seconded by Trustee Tschatschula, that Dr. Holden's request be approved. Motion carried.

Tuition Rate Increase. Vice President Moore introduced this topic that will also be discussed at the Retreat. Vice President Moore indicated that the School is committed to setting aside 15% of the revenue increase for financial aid.

The expressed wish of the JBC is that the tuition increase be set at 7.7%. The Trustees expressed their appreciation to Student Trustee Hutchinson for all his efforts to explain the need for a tuition increase.

Budget. Vice President Moore discussed the importance of continuing to set aside a \$500,000 reserve. He also remarked that the JBC tried to help higher education this year. There will be continuing discussion of the budget at the Retreat.

Handbook Committee. President Trefny indicated that the Handbook Committee had reiterated its support of adding the term "sexual orientation" to the non-discrimination policy. Other campus groups have also expressed their support of this change. Vice President Middleton invited Associate Vice President Barbara Olds to speak to the other items submitted by the Handbook Committee. Associate Vice President Olds reported there were a number of housekeeping type items, as well as the addition of a Bio-Safety Committee, a change in the composition of the Promotion and Tenure Committee, and clarification to the policy regarding the unauthorized use of CSM's name. These proposed changes will be on the June 24, 2002 meeting agenda.

Student Life Construction Projects. Vice President Chevront presented information on proposed Student Life Construction Projects. Mr. Ron Kaiser from A.G. Edwards was also in attendance to provide background information on the proposed bonding program. Mr. Kaiser indicated there may be refinements in projected costs by the June Board meeting. The proposed projects, and their estimated costs, are:

Mines Park apartments (12 units)	\$17,700,000
Sorority houses (3 houses)	\$4,000,000
Bradford Hall Renovation	\$1,200,000
Prospector Village demolition	\$600,000
Campus One-Card system	\$500,000
Cafeteria Renovation	\$1,000,000

Vice President Chevront presented background information about the Campus One-Card system, that would serve as an ID Card and debit card that could be used for many purposes, such as food purchases, bookstore, vending, laundry, visitor meals, campus events, parking gates, off-campus merchants, Library, building access, copy machines, Residence Hall building and room access, and enhanced security. This item is

a high priority for student government, but they do not have the funds to pay for it. This program may eventually pay for itself.

Vice President Chevront reviewed the proposed time line for these projects and commented that the timing of these projects is critical to avoid lost revenue. He also remarked that we will need CCHE approval to proceed.

Vice President Chevront also presented background information on current waiting lists for CSM housing, as well as information on comparative housing rates and student fee rates that demonstrate CSM's competitive pricing structure.

This agenda item will be on the June Board meeting agenda for final review.

Tech Transfer. Professor Rahmat Shoureshi provided an overview of the Office of Technology Transfer (OTT). It was initiated last fall for a trial period, under the direction of Professor Shoureshi. Dr. Shoureshi remarked that we have a responsibility not to just create knowledge, but transfer it. Professor Shoureshi described the process his office has developed and the growing level of interest by faculty and students on campus. Dr. Shoureshi distributed a booklet of materials currently available for commercialization. His office is also putting together a web site and would like to host a technology fair. The goal is for the Office of Technology Transfer to be self-sustaining and have a seed fund for other projects.

Trustee Wagner thanked Professor Shoureshi and Professor Romig for their work in this area. Significant progress has been made in this area, which is a potential source of revenue for the School. President Trefny remarked that this is a necessary part of the infrastructure we provide for faculty and students and could serve as a morale booster. The Board of Trustees should further discuss how it wants to move forward in this area, perhaps in concert with the discussions of the role and composition of the Advisory Board.

Monthly Finance and Operations Report. Vice President Moore reported that the School is waiting for information on field session and the size of the State budget cut.

Admissions and Enrollment Reports. Vice President Chevront and Associate Vice President Young reported that the current best estimate of the size of the freshman class is 650. Trustee Evans suggested that it would be helpful if this report could include a cover page highlighting major variances and any areas of concern.

Graduate School Admissions Report. Dean Romig reported that he is cautiously optimistic regarding fall enrollments. He also reported that some departments have been fairly aggressive in offering financial aid. Dean Romig anticipates small growth again next year.

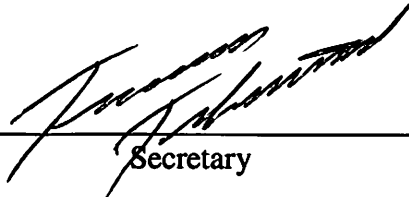
Monthly and Year to Date OIA Report. Interim Vice President Han reported that donation levels are still somewhat behind last year, but that May and June tend to be big

months. The class of '52 will present the largest ever reunion giving check at their dinner on May 4.

Faculty Senate Report. Faculty Senate President Eul Pang reported that the Senate discussed the concealed weapons bill and that the group has no formal position but will express their views individually. He also reported that there are four open slots on the Senate, and that currently no one has expressed an interest in serving as President of the Faculty Senate. Vice President Middleton thanked Dr. Pang for his service as Faculty Senate President for the past year.

Alumni Association Report. Executive Director Michael Watson reported on the many Reunion activities. He also reported on the planned mixers for May, and the annual golf outing on June 3. Mr. Watson also remarked that the Affiliation Task Force is pleased with the vitality of the first meeting. Mr. Watson also acknowledged departed brethren Bill Mueller and Bob Zehr.

The meeting adjourned at 1:03 p.m.



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Secretary

May 2, 2002



## **RECORD OF PROCEEDINGS**

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Beaver Creek, Colorado  
May 16, 2002

The Board of Trustees met in regular session on May 16, 2002 at 5:15 p.m. in the Centennial Room of the Inn at Beaver Creek, Beaver Creek, Colorado.

Present: Trustees Evans, Krug, Mooney, Nyikos, Tschatschula, Wagner and Student Trustees Hutchinson and Carlson. Absent: Trustee Coors.

Also attending the meeting were President Trefny, Vice Presidents Chevront, Han, Middleton and Moore; Associate Vice Presidents Dais, Olds and Young; Dr. Romig, Dean of Graduate Studies and Research; and other staff members and visitors.

Trustee Mooney presided.

Budget. Vice President Robert Moore distributed a handout regarding the CSM Budget for FY 2002-03.

Vice President Moore reported that the budget situation remains uncertain. CCHE has indicated there will be a 3%-5% cut by July 1, 2002. Tuition increases are uncertain.

Vice President Moore suggested the following budget priorities for the year: investing in the School's infrastructure, funding faculty salary increases and setting aside 15% of any tuition increase for student financial aid. He also recommended that the School increase the payments on the Research Building.

Vice President Moore discussed the importance of the reserve. He recommended maintaining the reserve at a minimum of \$500,000, with a goal of increasing it to \$750,000 at the first of the new fiscal year.

Vice President Moore discussed anticipated budget increases for the next fiscal year. It is anticipated that classified staff salaries will increase by an average of 4.9%. It is also anticipated that there will be increases in all utilities. Vice President Nigel Middleton has asked for \$100,000 to continue the practice of addressing salary equity issues.

Vice President Moore discussed the importance in investing in the School's infrastructure. Last year, all of the budget increase was used for salaries. There are many other needs, such as a need to hire an out of state recruiter, as well as additional administrative staff.

Trustee Mooney expressed concern that the School's overhead has increased but there has been no significant increase in the student body. He would like the School to think about modest growth in the size of the student body. Trustee Mooney indicated that there appear to be more administrative and hourly staff than teaching staff. Trustee Nyikos commented that the increasing research volume might be driving some of that increase.

Student Trustee Carlson remarked that students are not generally in favor of a tuition increase, but they will accept it if needed.

Student Trustee Hutchinson commented that the students are happy about the proposed uses of the tuition increase.

Vice President Middleton distributed a handout on faculty searches that had to be postponed this year. Vice President Moore commented that the number of faculty retirements is low.

Liability Insurance Issues. Vice President Moore reported that because the CSM Development Corporation is so new, it is difficult to obtain coverage. The best available at this point is a \$3,000,000 policy with a \$6,224 annual premium. There are currently no liability issues regarding the CSM Building Corporation, since there are no Board members current on it.

Dr. Trefny recommends the he, Nigel Middleton and Robert Moore be appointed directors of the CSM Development Corporation, to report to the Board of Trustees.

Trustee Wagner stated that he does not believe it is feasible to pursue liability insurance.

Trustee Krug stated that the by-laws of the CSM Development Corporation might need to be changed.

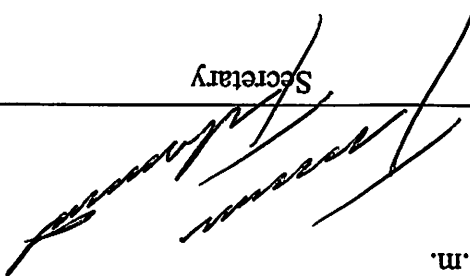
President's Report. President Trefny announced that Mr. Peter Han has accepted the position of Vice President for Institutional Advancement, effective May 16, 2002.

Petroleum Institute. President Trefny confirmed that on May 8<sup>th</sup> the 2<sup>nd</sup> payment of \$3,000,000 was received via a wire transfer. Trustee Krug commented that she would like to see some of the Abu Dhabi funds released for the energy thrust area.

Vice President Moore indicated that there is some money available this year. It was agreed that Vice President Moore should bring recommendations to the Board regarding how these funds might be spent.

Trustee Krug made a motion, seconded by Trustee Evans, to adjourn the meeting. Motion carried.

May 16, 2002

  
Secretary

The meeting adjourned at 6:05 p.m.

## **RECORD OF PROCEEDINGS**

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Golden, Colorado

June 24, 2002

The Board of Trustees met in regular session on June 24, 2002 in the Coors Board Room.

Present: Trustees Coors, Evans, Mooney, Nyikos, Tschatschula, Wagner and Student Trustee Carlson. Absent: Trustee Krug.

Also attending the meeting were President Trefny, Vice Presidents Chevront, Han, Middleton and Moore; Associate Vice Presidents Dais, Olds and Young; Dr. Romig, Dean of Graduate Studies and Research; and other staff members and visitors.

Trustee Mooney presided.

Approval of Minutes. Regarding the May 2, 2002 minutes, Trustee Evans asked that the wording be clarified on page 3 to reflect that he is concerned with how CSM handles the dropout problem at the Petroleum Institute. Regarding the May 16, 2002 minutes, a typographical error was noted, and Trustee Wagner clarified that he felt that liability insurance was worthwhile but not feasible. Trustee Evans made a motion, seconded by Trustee Wagner, that the minutes of the May 2 and May 16, 2002 meetings be approved as amended. Motion carried.

President's Report. President Trefny welcomed Ms. Joan Johnson, Director of Capital Assets for the Colorado Commission on Higher Education.

President Trefny reported that May's commencement was very successful and that the School received more complimentary letters than usual from members of the reunion class.

President Trefny reported on meetings with representatives of the Johnson Foundation and Bonfils-Stanton Foundation and on a planned meeting with the Boettcher Foundation.

President Trefny reported on a meeting with NREL's new Education Director and remarked that he looked forward to more joint ventures with NREL.

President Trefny reported on the May 2002 trip to Abu Dhabi to visit the Petroleum Institute. In addition to President Trefny and Vice Presidents Han and Middleton, several Trustees participated in this visit. Following the Abu Dhabi phase of the trip, President Trefny attended an alumni reception hosted by Conoco in London, where he also had several productive private meetings.

President Trefny announced that representatives from the U.S. Coast Guard Academy will visit Mines the second week of July. The Academy is impressed with Mines' Diversity Report and wishes to learn more about the School's various diversity initiatives.

President Trefny announced that the Center for Technology and Learning Media (CTLM) has received awards from the Colorado Renewable Energy Society, the Society for College and University Planners, and the Architectural Record.

President Trefny reported that the School has completed the purchase of the properties at Elm & 16<sup>th</sup> Street and the three lots at 17<sup>th</sup> and Maple Street. He commented that the School has now acquired most of the properties within the perimeter identified by the School. In response to a question, President Trefny informed the Trustees that the property at 17<sup>th</sup> and Maple Street could house eight offices, but there is currently no specific plan in place. The use of this property will be part of discussions with the City of Golden. President Trefny will keep the Board informed regarding the planned use of this property.

Report of the President of the Board. Trustee Mooney remarked that the School's budget is still in limbo and that we are awaiting additional direction from CCHE. It appears that the budget will be very tight and will require a careful balancing act.

Trustee Mooney commented that he wants the School to keep moving forward with plans to establish an Advisory Board.

Board of Trustees By-laws Approval. Trustees Coors and Wagner served on a sub-committee to draft language to add the Advisory Board to the Board By-laws. After discussion, Trustee Wagner made a motion, seconded by Trustee Coors, that the draft language be approved. Motion carried.

Trustee Evans remarked that he thought it would be helpful if the Board By-laws included a preamble that referenced how the Board is established by Statute. The Trustees agreed that this should be done and directed staff to draft proposed language.

Response to LAIS Visiting Committee. Vice President Middleton reviewed the draft response to the LAIS Visiting Committee report. The Trustees suggested that on page 6, the School should highlight the number of hours of liberal arts classes required, rather than the percentage of such classes offered. It was also suggested that paragraph eleven on page 7 should be re-written for clarity. Trustee Nyikos remarked that he had several suggestions that he would share with Vice President Middleton. Trustee Evans made a motion, seconded by Trustee Nyikos, that the draft response be approved with the changes suggested. Motion carried.

Response to ESE Visiting Committee. Trustee Evans asked whether the Division Director search could be done more quickly than the year time frame mentioned in the

draft response. Vice President Middleton indicated that a search committee has already been formed, but that it will probably take a year to conclude. President Trefny commented that it is difficult to find the right person in this field. Trustee Nyikos made a motion, seconded by Trustee Wagner, that the draft response be approved as submitted. Motion carried.

Approval of Faculty Handbook Revisions. Trustee Wagner made a motion, seconded by Trustee Nyikos, that the changes recommended by President Trefny be approved. Motion carried.

Resolution to Issue Tax-Exempt Bonds. Vice President Chevront introduced Mr. David Scott, bond counsel and Mr. Brett Hamlin from A.G. Edwards. Vice President Chevront reviewed the proposed projects that were discussed at earlier Board meetings. He indicated that a Board Resolution to express the Board's intent to issue tax-exempt obligations was needed. Mr. Hamlin assured the Board that this is a good time to issue fixed rate bonds, given the low interest rates. In response to a question from Trustee Coors, Mr. Scott reported that most of the fees are on a contingency basis. Vice President Moore stated that the School needs State approval to proceed with these projects. Trustee Tschatschula remarked that he would like to see the School maximize its revenue opportunities with off-campus vendors who use the One Card System. Trustee Nyikos made a motion, seconded by Trustee Evans, that the Board authorize a resolution of intent to issue tax-exempt obligations. Motion carried.

Student Code of Conduct Proposal – Drug Testing. Vice President Chevront reported that an ad hoc Committee has been working on ways to improve the disciplinary procedure for students who are caught using illegal drugs. The committee has proposed a policy change, which would be articulated in the Student Handbook, which would enable the School to require drug testing as a condition of continued enrollment as part of the disciplinary procedure. Trustee Wagner commended Ms. Anne Walker, CSM Staff Attorney, for her background memorandum on the issue of drug testing. Vice President Chevront remarked that this proposed change to the disciplinary procedure is part of a broader program to deal proactively with this problem. The committee on Ethics and Character Development has proposed additional education and training activities, as well as more school-sponsored social activities after exams and at other stressful times of the year. There was discussion regarding whether or not all incoming students should be tested. Ms. Walker indicated that the School was likely to face a legal challenge to such a policy. Trustee Mooney indicated he would like to have more information on the pros and cons of universal drug screening. Trustee Nyikos made a motion, seconded by Trustee Evans, that the proposed policy change be approved as submitted. Motion carried.

Discussion of CSM Budget. Vice President Moore reported that the Colorado Commission on Higher Education (CCHE) will meet on June 25, 2002 to make a recommendation on tuition rates to the Governor. He indicated the Board of Trustees should meet shortly thereafter to set tuition rates and approve the budget. Trustee Evans remarked that he felt the CCHE was too involved in this process and that the governing

boards should make these decisions. Trustee Tschatschula commented that faculty have other employment opportunities available to them and that the State needs to recognize that an engineering education is expensive and fund the School accordingly, or Mines will lose ground to its competitors. Vice President Moore commented that the Blue Ribbon Panel continues to discuss the problem of higher education financing.

Student Memorials. Vice President Chevront presented a proposal for standardizing the types of memorials for students who have died. Those interested in establishing a memorial could choose from a tree or a park bench with plaques. In both cases, the cost of the memorial and the plaque would be paid for by the donor, with the School assuming responsibility for placement and maintenance of the memorial. Requests for student memorials will be coordinated by the Vice President for Student Life and Dean of Students and the Director of Plant Facilities. Trustee Coors made a motion, seconded by Trustee Nyikos, that the proposal be approved as submitted. Motion carried.

Meal Plan Changes. Vice President Chevront presented information on changes to the 2002-03 meal plan pricing structure. The number of plans has been reduced from four to two and the pricing has been standardized, which will simplify bookkeeping.

Monthly and Year to Date Financial Report. Vice President Moore indicated there will be a year-end report after the books have closed. In response to a question, Vice President Moore reported that the first floor of Guggenheim will be used for administrative offices once the remodeling is complete.

Foundation Report. Trustee Mooney reported that the Foundation Board met last week and that the Foundation is also experiencing financial difficulties, due to the drop in the stock market and a decrease in undesignated donations. The Foundation is studying the possibility of a decrease in the payout rate in order to re-build its financial strength. Trustee Mooney resigned as President of the Foundation Board and Trustee Wagner was elected President. Mr. Erisman, Mr. Hagman and Mr. Harston were re-elected to the Foundation Board.

Admissions and Enrollment Reports. Associate Vice President Young reported that he expects between 640 and 650 students to enroll in the fall. The percentage of women enrolling should be about the same, but there should be an increase in the number of minority students. He indicated his office would be analyzing this year's recruitment process prior to entering the next recruitment cycle.

Graduate School Admissions Report. Dean Romig reported that graduate enrollments look quite good, mostly due to the aggressive recruiting efforts of the Chemical Engineering Department and the Engineering Division. Dean Romig reiterated that the School needs to develop additional non-thesis degrees in order to have sustained growth in graduate enrollments.

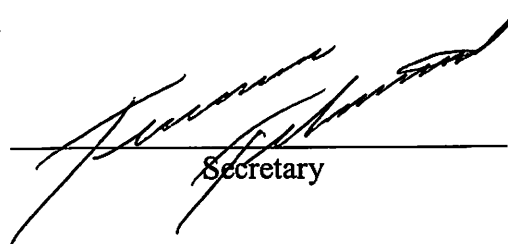
Monthly and Year to Date OIA Report. Vice President Han reported that the timing is off on some expected gifts for this year, but that they are still hopeful for the campaign. His office is working with Vice President Middleton and the Department Heads/Division Directors to engage the faculty in discussions on priorities for the campaign as it enters its public phase. Vice President Han remarked that the public phase of the campaign will require printed marketing materials. President Trefny will be in Chicago later this week for a dinner, and then will head to Calgary in July. Vice President Han reported that Ms. Maureen Silva has been appointed the new Associate Vice President for Development and that a search is underway for a Major Gifts Director.

Faculty Senate Report. Vice President Middleton reported that the Senate is not active during the summer, so there was no report at this time.

Alumni Association Report. Executive Director Michael Watson reported on a successful golf tournament, which raised money for the student assistance fund. Mr. Watson thanked Mr. Bob Francisco, who has served as Chairperson of this event for many years; Mr. Francisco has indicated he will be stepping down as Chair next year. Mr. Watson reported that the CSM History Project is moving forward. They anticipate the book should be available within two years. Mr. Watson also reported that a recent graduate is organizing an alumni event in Turkey this July.

Trustee Coors asked that all materials upon which action will be taken at a Board meeting be included in the Board packet, even if they were previously provided.

The meeting adjourned at 11:30 a.m.

  
Secretary

June 24, 2002



## **RECORD OF PROCEEDINGS**

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Golden, Colorado  
June 27, 2002

The Board of Trustees met in special session on June 27, 2002 at 3:00 p.m. via teleconference in the Coors Board Room.

Present: Trustees Coors, Evans, Mooney, Nyikos, Tschatschula, Wagner and Student Trustee Carlson. Absent: Trustee Krug.

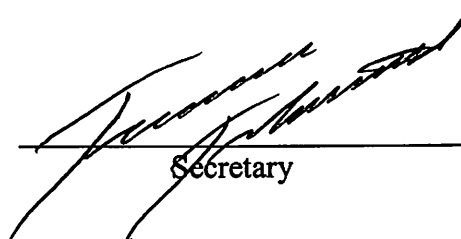
Also attending the meeting were President Trefny, Vice President Middleton, Associate Vice President Dais, and other staff members.

Trustee Mooney presided.

Tuition Rates. The Trustees discussed the tuition increases of 6.2% for residents and 9% for non-residents proposed by the Colorado Commission on Higher Education. After discussion, the Board agreed it was important to preserve the principle of setting aside 15% of the resulting revenue increase for financial aid, even in a difficult budget year. Trustee Evans made a motion, seconded by Trustee Nyikos, that tuition rates for '02/'03 increase by 6.2% for residents and 9% for non-residents. Motion carried unanimously, with Trustee Mooney exercising Trustee Krug's proxy.

Budget. The Trustees agreed to meet via teleconference on July 10, 2002 at 9:00 a.m. regarding the '02/'03 budget.

The meeting adjourned at 3:35 p.m.

  
Secretary

June 27, 2002

## **RECORD OF PROCEEDINGS**

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Golden, Colorado  
July 10, 2002

The Board of Trustees met in special session on July 10, 2002 at 9:00 a.m. in the Coors Board Room.

Present: Trustees Coors, Evans, Mooney, Nyikos (via teleconference), Tschatschula, Wagner (via teleconference) and Student Trustee Carlson. Absent: Trustee Krug.

Also attending the meeting were President Trefny, Vice Presidents Middleton and Moore, Associate Vice President Dais; and other staff members and visitors.

Trustee Mooney presided.

Budget. Vice President Moore reported that the Budget Committee met on the afternoon of July 9, 2002 and unanimously endorsed the budget proposal as presented.

Vice President Moore remarked that priority had been given to salaries. The average classified staff increase, mandated by the State, is 4.9%. For faculty, funding is proposed for an average 4% salary increase with an additional 1% for fringe benefits. There is no separate pool of funding for addressing equity issues. Vice President Middleton will handle equity issues within the 4% salary pool.

A concern was raised about increasing classified salaries at a greater rate than faculty salaries. After discussing the constraints of working within the classified personnel system, the Trustees asked whether the Blue Ribbon Panel could look at this issue. In the meantime, Trustee Mooney requested that each new hire be carefully considered.

In response to a question on teaching loads, President Trefny commented on the increasing use of the instructor/lecturer/senior lecturer category of faculty. Unlike tenure track faculty, who in addition to teaching have research and service obligations, instructors, lecturers, and senior lecturers have twelve contact hours per semester. Vice President Moore commented that the curriculum reform efforts have had a positive impact on faculty utilization.

The Trustees discussed the recruitment program. While the Fast Ap program greatly increased the number of applications, the yield was not improved. However, only 5% of the incoming freshman fall outside of the admissions window, which should result in better retention rates. President Trefny remarked that the recruitment efforts are currently being analyzed to assure the best use of these resources. Trustee Evans

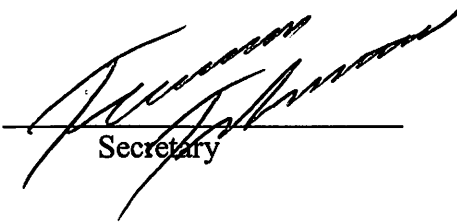
commented on the importance of having out-of-state students enroll, since it creates a more diverse campus community.

Vice President Moore reported on various cost saving measures that were being undertaken, including efforts to reduce utility costs. Vice President Moore also responded to a number of questions about the proposed budget.

The Trustees commented that the budgeting process is frustrating because there are so few items over which the School has control. Trustee Mooney indicated that the Board would like to be involved in key policy discussions that have budgetary impacts, prior to the formal budget process.

Trustee Evans made a motion, seconded by Trustee Nyikos, that the budget, including the tuition and fee recommendations, be approved as submitted. Motion carried.

The meeting adjourned at 10:35 p.m.



Secretary

July 10, 2002

## **RECORD OF PROCEEDINGS**

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Golden, Colorado  
September 13, 2002

The Board of Trustees met in regular session on September 13, 2002 in the Coors Board Room.

Present: Trustees Coors, Krug (via teleconference), Mooney, Nyikos, Tschatschula, Wagner and Student Trustee Carlson. Absent: Trustee Evans.

Also attending the meeting were President Trefny, Vice Presidents Chevront, Han, Middleton and Moore; Associate Vice Presidents Dais, Olds and Young; Dr. Romig, Dean of Graduate Studies and Research; and other staff members and visitors.

Trustee Mooney presided.

Approval of Minutes. Trustee Nyikos made a motion, seconded by Trustee Coors, that the minutes of the June 24, 2002 regular session and the June 27, 2002 and July 10, 2002 special sessions be approved as submitted. Motion carried.

President of the Board's Report. Trustee Mooney complimented President Trefny and his staff on the work they had done to gather background information on potential nominees to the Advisory Board. He also remarked that the two-day Retreat scheduled by President Trefny with the Vice Presidents was timely and productive.

President's Report. President Trefny reported on a number of events held since the last Board of Trustees meeting: dinner with the Vice President of Schlumberger, the Calgary alumni reception and one on one meetings; an Open House at the President's Residence for the Golden community; and individual meetings with a number of legislators and the Mayor of Golden. President Trefny reported that he was the only representative from academia in attendance at the COGA dinner. He also reported that the Pinnacle Club had extended a complimentary membership to the School.

President Trefny reported on a number of recent campus events: the Parent's Reception the Sunday before the start of school; a luncheon in honor of Betty Alexander, the Classified Employee of the Year; Celebration of Mines; the Athletic Department's Hall of Fame banquet, and the S.W.E. Evening with Industry held the night before the Career Fair. President Trefny also announced that the School held a ceremony on Kafadar Commons in remembrance of September 11, at which President Trefny and Student Body President Jordan Wiens spoke, followed by the lowering of the flag.

President Trefny reported that the School signed a Memorandum of Understanding with PetroSkills on August 30, 2002. PetroSkills is a provider of

professional learning opportunities in the petroleum industry. The School will offer cooperative programs through an exclusive contract with them. This venture holds tremendous potential and will create a great deal of exposure for the School.

President Trefny remarked on the successful start of the fall athletics season. The Men's Soccer team started the season ranked 22<sup>nd</sup>. After beating number one ranked Tampa and three other teams, they are now ranked 4<sup>th</sup> nationally.

President Trefny commented that the Trustees had previously approved naming the lounge in the CTLM building after Claire Traylor. Senator Traylor recently passed away; the School is in contact with her family to determine an appropriate time for the dedication ceremony.

President Trefny remarked that the School's rankings in *U.S. News and World Report* look very good. He also commented on the positive publicity the School has received in regard to its student health insurance plan.

President Trefny discussed several suggested changes to the Trustees meeting calendar. He requested that the December 12, 2002 meeting be moved to the afternoon to avoid a conflict with the Blue Ribbon Panel. The Trustees agreed to move this meeting to 1:00 p.m. President Trefny also suggested that holding the May meeting the afternoon prior to Commencement created logistical difficulties. The Trustees agreed that they would approve the graduation lists electronically or telephonically the day prior to Commencement, but that the regular May Board meeting should be shifted to Friday, May 16.

Regarding the 2003 Board of Trustees Retreat, President Trefny confirmed that the Retreat will be held May 29 – 31. Given the current budget difficulties, the Trustees agreed that consideration should be given to holding the Retreat locally to save costs. Staff was directed to investigate different venues and report back to the Board.

President Trefny indicated that the Higher Learning Commission requested a luncheon meeting with at least two members of the Board of Trustees on October 29. Trustees Tschatschula and Wagner indicated their availability. Staff will follow-up with Trustees Evans and Nyikos on their availability.

In response to a question, President Trefny commented on the negative rating the School's food service had received by the Princeton Review. He remarked that there was no scientific basis for the rating and expressed his disappointment that the *Rocky Mountain News* would give so much prominence to such a story. Concern was also expressed about the *Rocky Mountain News* article on the Banning study that had been commissioned by the Diversity Committee.

Trustee Tschatschula remarked that he had participated in the M-Climb with the freshman class. He commented that the School has a fine group of freshmen and that he looks forward to watching them grow and develop over the next four years.

Board of Trustees By-laws Amendments. At Trustee Evans request, Mr. Liberatore drafted a preface to the by-laws, which was presented for the Trustees' review. Trustee Mooney indicated that Trustee Evans preferred the use of "Mines" instead of the acronym "CSM", and the Trustees asked Mr. Liberatore to modify the by-laws accordingly. Trustee Wagner made a motion, seconded by Trustee Nyikos, that the amended by-laws be approved with the suggested change. Motion carried.

Development Corporation By-laws Amendments. Trustee Mooney suggested that a change be made to the Sixth Article of the Articles of Incorporation to clarify that the President, Vice President for Academic Affairs, and Vice President for Finance and Operations serve on the Board of Directors on an *ex officio* basis. Mr. Liberatore will make this change and bring this item back to the Trustees at the October 2002 meeting. Vice President Moore remarked that he continues to spend money on the Research Building on behalf of the Development Corporation. There was discussion on the viability of using the Development Corporation for Intellectual Property items, but the Trustees decided it would be more appropriate to form a separate corporation for this purpose.

Resolution for Frank Erisman. President Trefny remarked that an event is being planned for the evening of November 7, 2002 in honor of Mr. Erisman and Matthew Hutchinson and to formally welcome Trustee Nyikos and Student Trustee Carlson. The draft resolution in honor of Mr. Erisman was reviewed and some wording changes suggested. Trustee Krug made a motion, seconded by Trustee Tschatschula, that the resolution be approved. Motion carried.

Petroleum Engineering Visiting Committee Response. Trustee Nyikos indicated that he would provide his suggestions to Vice President Middleton. Trustee Mooney suggested that the letter be revised to make it clear that the School is committed to finding the best possible faculty talent and getting them on board as expeditiously as possible. The Trustees authorized Vice President Middleton to make the requested changes in the letter for Trustee Mooney's signature.

Emergency Action Item. Vice President Moore introduced an emergency action item related to the School's capital construction request to the State. Given the State's current financial exigency, the CCHE has asked Schools to withdraw their requests for capital construction funding. With the understanding that the other State institutions will withdraw their requests, Trustee Nyikos made a motion, seconded by Trustee Mooney, that the School withdraw its requests related to the expansion of the Brown Building and the construction of the Wellness Center, reserving the right to continue seeking private funding for these projects and to re-submit them to the State for future consideration. Motion carried.

New Student Life Initiatives. Vice President Chevront reported on the work of the Ethics and Character Development Committee, chaired by Mr. Bruce Goetz. The Committee interviewed 100 students to get their opinions on how the School could

proactively address drug and alcohol problems. The focus groups reported that more positive school-sponsored activities are needed, particularly at the start of School and during periods of high stress. Based on this input, Student Life offered an expanded program of activities at the start of the fall semester. These activities have been very well received by the students. More activities are scheduled for the rest of the semester, particularly around exams. Student Life will evaluate the effectiveness of these activities at the end of this year.

Student Life Bond Issues. Vice President Chevront reported that the program plan will go to CCHE on October 3, 2002. After that, the Trustees will be contacted by telephone for approval of the resolution. Vice President Chevront also reported that the School has received positive feedback from the presentations made to Standard and Poors and Moody's. Vice President Moore clarified that these student housing projects cannot be privatized, due to Golden's growth restrictions. Mines is exempted from these restrictions.

Geophysics Visiting Committee Report. Vice President Middleton remarked that he intends to provide the Trustees with a copy of each Visiting Committee report as soon as it is received, in anticipation of a draft letter of response for review at the following Board meeting. He commented that the major issue identified in the Geophysics Visiting Committee report relates to facilities.

Abu Dhabi Update. Vice President Middleton provided an update on the Petroleum Institute in Abu Dhabi. Since all instruction at the Petroleum Institute is in English, developing proficiency in English is a major hurdle for many of the students. Vice President Middleton also indicated that ADNOC is anxious for the Petroleum Institute to begin developing a research component. In response to a question, Vice President Middleton reported that the School has evacuation insurance for CSM employees. The Trustees asked Vice President Middleton to investigate whether the Petroleum Institute has evacuation insurance for its expatriate employees.

Professional Masters in Petroleum Reservoir Systems. Vice President Middleton indicated that the request to establish a Professional Masters in Petroleum Reservoir Systems will come to the Board for a vote in October. It will also be submitted to CCHE for review of role and mission consistency. The Trustees asked Dean Romig to clarify how much of the program will be done on the job.

Higher Learning Commission Accreditation (NCA). Vice President Middleton reported that Associate Vice President Barbara Olds, working in conjunction with an institutional committee, is coordinating preparations for the upcoming accreditation visit on October 28 – 30. Associate Vice President Olds remarked that the Higher Learning Commission team will want to meet with all campus constituencies. Associate Vice President Olds indicated that a copy of the Self-Study developed in preparation for the visit will be mailed to each Trustee.

Alumni Association Negotiations. President Trefny reported that the Affiliation Task Force met in May, but did not meet over the summer. The task force reconvened on September 11, 2002 and agreed to continue meeting every two weeks. The September 11 meeting was characterized by the recognition of the difficulties involved. President Trefny and Executive Director Michael Watson both indicated a sense of urgency in moving forward on this issue. Trustee Mooney remarked that he hoped the task force would take the best elements from the various proposals and move us toward a more effective relationship. Trustee Mooney also expressed his hope that a recommendation might be forthcoming in time for the October 25 Alumni Association Board meeting.

Monthly and Year to Date Financial Report. Vice President Moore distributed copies of the 2002-03 budget. Vice President Moore also shared a copy of the searches authorized for '03-'04 by Vice President Middleton. Trustee Mooney remarked that the quality of the instructional and research staff is the backbone of the School.

Vice President Moore reported that the Board will see a change in the School's financial statements during the year, as a result of changes adopted by the Government Accounting Standards Board (GASB).

Admissions and Enrollment Reports. Associate Vice President Young reported that there will be additional focus on non-resident students this year. His office will be working in conjunction with the Alumni Association program in this regard.

Graduate School Admissions Report. Dean Romig commented that he hopes the School has turned the corner on declining graduate school enrollments and that we will continue to see improvement. He reported that Chemical Engineering was very aggressive in making offers to graduate students and took a risk that the needed support will be there.

Monthly and Year to Date OIA Report. Vice President Han reported that his office will be working with the Alumni Association on a joint solicitation of alumni. He also reported that this year's President's Council dinner will be held in conjunction with the Campaign kick-off rather than at Homecoming.

CSM Foundation Report. Managing Director Linda Landrum reviewed the financial statements of the Foundation. The Foundation Board will receive these statements at its September 24, 2002 meeting. Overall, there was an 18.5 million dollar decline from the previous year, although the 15 year annualized return was 11.8%. Ms. Landrum reported that the Investment Committee has re-balanced the Foundation's assets, and that a new asset allocation policy will be discussed at the September 24, 2002 Foundation Board meeting. Trustee Wagner commented that this is a very serious situation and that drastic measures are needed to stem the decline in unrestricted funds.

Faculty Senate Report. President Trefny reported on behalf of Dr. Dennis Readey, who had to leave the meeting to teach a class. President Trefny reported that Dr.



Readey, who holds the Coors Professorship, has agreed to serve as Faculty Senate President. He indicated that the Senate had no report at this time.

Alumni Association Report. Executive Director Michael Watson reported that an alumni gathering was held in Turkey, attended by 45 individuals. He also commented that he and Bob Pearson had attended an alumni event in San Francisco. Mr. Watson reported on the quarterly meeting of the Alumni Association held in August, where the affiliation issue was discussed along with internal governance issues. Mr. Watson invited the Trustees to attend a lecture on September 16, 2002 by Bob Hedlund '75 on the various social programs with which he has been involved.

The meeting adjourned at 12:45, and the Board of Trustees went into Executive Session to discuss legal issues.



Two handwritten signatures in blue ink are present. Below the signatures, the date "OCT 11, 2002" is written in blue ink.

## **RECORD OF PROCEEDINGS**

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Golden, Colorado  
October 11, 2002

The Board of Trustees met in regular session on October 11, 2002 in the Coors Board Room.

Present: Trustees Coors, Evans, Krug, Mooney, Nyikos, Tschatschula, Wagner and Student Trustee Carlson.

Also attending the meeting were President Trefny, Vice Presidents Cheuvront, Han, Middleton and Moore; Associate Vice Presidents Dais, Olds and Young; Dr. Romig, Dean of Graduate Studies and Research; and other staff members and visitors.

Trustee Mooney presided.

Approval of Minutes. Trustee Krug made a motion, seconded by Trustee Wagner, that the minutes of the September 13, 2002 meeting be approved as submitted. Motion carried.

President's Report. President Trefny welcomed Joan Johnston from the Colorado Commission on Higher Education (CCHE).

President Trefny reported that the School has signed an agreement with MicroPhase for the possible commercialization of certain Mines technologies.

President Trefny remarked that Robert Hedlund ('75) gave a well-received presentation to the campus on his activities in international development. President Trefny also announced that a chapter of Engineers without Borders has been started on the campus.

President Trefny reported that a delegation of women government officials from Afghanistan visited the School on October 5, where they met with women in leadership positions from Mines, followed by a dinner hosted by President and Mrs. Trefny at their home.

President Trefny reported that the School had received good publicity from its rating by Kiplinger's as one of the top values in higher education. The magazine particularly cited Mines' small average class size.

Board of Trustees By-laws Amendments. President Trefny reported that Mr. Ed Liberatore had changed the acronym CSM to Mines throughout the document. President Trefny suggested that the Trustees consider changing the term for membership on the

Advisory Board from three years to four years, since this would facilitate staggering the terms in two year blocks of time. Trustee Evans made a motion, seconded by Trustee Krug, that the By-laws be approved with the suggested change. Motion carried.

Development Corporation Articles of Incorporation Amendments. President Trefny reported that Mr. Ed Liberatore had revised the Articles of Incorporation to reflect that the President, Vice President for Academic Affairs and Vice President for Finance and Operations were serving on the Board in an *ex officio* capacity. Trustee Nyikos made a motion, seconded by Trustee Tschatschula, that the Development Corporation Articles of Incorporation be approved as submitted. Motion carried.

Professional Masters in Petroleum Reservoir Systems. Vice President Middleton reported that this proposed degree program was submitted to the CCHE for role and mission consistency review. In the absence of any concern from CCHE, the School is free to move forward with this degree program, as specified in the Performance Agreement.

Dr. Dennis Readey, President of the Faculty Senate, remarked that the Senate had discussed this degree proposal, although they had no specific recommendation regarding this proposed degree. The faculty had questions about the large number of Masters degrees offered by the School, the lack of specificity regarding the 36 hours of coursework in the proposal, and the role of PetroSkills. Dean Romig commented that he agreed with the Senate's concern on the number of Masters degrees and that his office is starting to address this issue. There was discussion on whether or not all non-thesis degrees should be converted to professional masters degrees. It was noted that several Visiting Committees had recently remarked on the need for these types of professional degrees, with particular emphasis on multi-disciplinary degrees. Trustee Nyikos made a motion, seconded by Trustee Krug, that the Professional Masters in Petroleum Reservoir Systems be approved. Motion carried.

Awards Committee Recommendations. President Trefny reported that Governor Owens has been asked to be the December Commencement speaker. If the Governor is unable to attend, Trustee Tschatschula will be the speaker. President Trefny reported that the Board approved Dr. Walter Alvarez to receive an honorary degree last year; however, Professor Alvarez was on sabbatical out of the country and unable to attend Commencement. The Awards Committee would like to invite Dr. Alvarez again this year. If he is unable to attend, the Committee nominated two other individuals for consideration. In addition, the Committee recommended that Admiral Richard Truly be awarded an Honorary Degree. Mr. Frank Erisman and Dr. Brigitte Weinhardt were recommended for Mines Medals. Trustee Krug made a motion, seconded by Trustee Tschatschula, that the Award Committee recommendations be approved as submitted. Motion carried. The Trustees also authorized President Trefny to contact Dr. Daniel Yergin as a potential May Commencement speaker.

Bond Authorizing Resolutions. President Trefny introduced this topic as an emergency action item. Vice President Chevront requested approval of the Board of

Trustees to issue bonds for the student construction projects previously presented to the Trustees. Vice President Moore reported that CCHE approved the program plan at its October 3, 2002 meeting. President Trefny thanked the Commissioners and CCHE staff, particularly Joan Johnson, for their expeditious handling of this matter. Vice President Chevront pointed out that the proposed resolution also authorizes increases, as needed, in rents and fees. After clarifying the terms of the bonds and the associated fees, Trustee Evans made a motion, seconded by Trustee Wagner, that the Bond Authorizing Resolutions, in compliance with State statute, be approved as submitted. Motion carried.

Monthly and Year to Date Financial Report. Vice President Moore reported that the Green Center Phase I project was ranked as the number one priority at a recent CCHE Capital Construction Committee meeting.

Vice President Moore reviewed the “Comprehensive Annual Financial Report for Fiscal Year Ended June 30, 2002” and the “Annual Financial Report –Auxiliary Bonds for Fiscal Year Ended June 30, 2002.” Vice President Moore indicated that the auditors believe that the School’s research revenue should not be considered operating revenue. Since the auditors for other State schools are reporting research revenues under the operating revenue category, it is possible the State Auditor may intervene. Vice President Moore stated that he welcomed suggestions for improvements in these reports. Trustee Mooney indicated that he would like to see more detail in the Statement of Cash Flows. Trustee Evans commented that he found the documents interesting and educational, particularly the Executive Summary. Vice President Moore thanked Associate Vice President Dais for her work in compiling these reports.

Vice President Moore reported that research activity is slightly below last year, but remains very strong.

Vice President Moore invited the Trustees to meet in the new Research Building in December.

Vice President Moore reported that the School has voluntarily stopped all outside watering, except for the three days permitted by the City of Golden. The School achieved its goal of a 30% reduction in water use by implementing a system of prioritized zones.

Admissions and Enrollment Reports. Vice President Chevront indicated that it is too early to report for next year. A question was asked regarding the unexpectedly large ratio of in-state to out-of-state students this fall. Associate Vice President Young indicated that his office will be focusing on out-of-state recruiting for the coming year. President Trefny cited the plans for involvement by Bruce Grewcock ('76) for recruiting in Nebraska as a model for other states. Trustee Mooney commented that a closer relationship between the School and the Alumni Association should have a positive impact on alumni involvement in recruiting. Trustee Mooney indicated that the Trustees should keep the issue of out-of-state student recruitment as a priority.

Vice President Chevront indicated that they are following up on international students who were unable to get here due to visa difficulties.

Registrar's Report. Registrar Susan Smith indicated that this report includes more information on students who are pursuing double majors, which is increasingly common. Trustee Evans asked that an Executive Summary be included with the next Registrar's Report.

Graduate School Admissions Report. Dean Romig reported that projections for spring enrollment look good, but that it is too early to tell for next year. He reported that seventeen international students did not arrive this semester as expected, four because of delays at the State Department and thirteen because they waited too long to apply. Trustee Evans indicated a brief Executive Summary of the Graduate School Admissions Report would be helpful. Dean Romig indicated that his office was already working on a new format for this report.

Monthly and Year to Date OIA Report. Vice President Han reported that the Steering Committee met on September 20 and that the School has a strong cadre of volunteers for the Campaign. Vice President Han indicated that he and the consultants believe that the School is on target to reach the campaign goal, despite the difficult economic situation. Trustee Mooney reported that President and Mrs. Trefny have pledged a \$100,000 contribution to the Campaign, demonstrating their commitment and sincere dedication to the School.

Faculty Senate Report. The Trustees welcomed Dr. Dennis Readey as the new Faculty Senate President. Dr. Readey thanked the Trustees for the opportunity to share the Senate's comments on the Professional Master's degree. He indicated the Senate was also discussing the issue of balancing research and teaching. The adjustment of teaching workload based on research volume is currently handled at the department level. The Senate is discussing the feasibility of a formal campus-wide procedure. President Trefny indicated that both departmental balancing and campus balancing are important issues.

Alumni Association Report. Executive Director Michael Watson reported that there was good representation of Mines alumni at the recent S.P.E. and S.E.G. meetings.

Mr. Watson reported that the Colorado School of Mines history project continues to move forward, with an expected publication date of 2004. Trustee Evans made a motion, seconded by Trustee Nyikos, that a Resolution be prepared thanking the ad hoc History Committee for its work on this project. Motion carried.

Mr. Watson announced that the Alumni Association was sponsoring a tour of the Sweet Home Mine on October 24; he also invited the Trustees' participation in various Homecoming events sponsored by the Alumni Association.

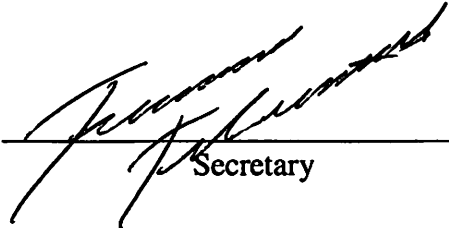
Announcements. Trustee Evans commented on the success of the Mines athletics teams and complimented Student Trustee Carlson for his leadership role on the soccer team.

Trustee Evans complimented President Trefny for his role in encouraging a positive campus environment and remarked on the informative display on Islam in the Student Center.

Trustee Evans indicated he would be unable to attend the Trustees Retreat if it were held on May 29 – 31, 2003; staff will poll the Trustees on possible retreat dates in early June.

President Trefny indicated that the School is expecting two proposals from firms who hope to help the School create a Washington presence.

The meeting adjourned at 11:20 a.m.



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Secretary

Colorado School of Mines  
Board of Trustees

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Resolution

Adopted by the Board of Trustees at its meeting on October 11, 2002.

*Be it resolved that The Board of Trustees of the Colorado School of Mines hereby unanimously commends the Colorado School of Mines History Committee for its steadfast dedication and outstanding work in the development of a written history of the School.*

  
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President, Board of Trustees

## **RECORD OF PROCEEDINGS**

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Golden, Colorado  
November 8, 2002

The Board of Trustees met in regular session on November 8, 2002 in the Ted Adams Room of the Green Center.

Present: Trustees Evans, Krug, Mooney, Nyikos, Tschatschula, Wagner and Student Trustee Carlson. Absent: Trustee Coors

Also attending the meeting were President Trefny, Vice Presidents Chevront, Han, Middleton and Moore; Associate Vice Presidents Dais and Silva, Dr. Romig, Dean of Graduate Studies and Research; and other staff members and visitors.

Trustee Mooney presided.

Approval of Minutes. Trustee Wagner made a motion, seconded by Trustee Krug, that the minutes of the October 11, 2002 meeting be approved as submitted. Motion carried.

President's Report. President Trefny reported that he had participated in the tour of the Sweet Home Mine organized by the Alumni Association. He hopes to arrange a special tour for the Board of Trustees next summer.

President Trefny reported that the Pinnacle Club has extended a complimentary membership to the School.

On October 25, 2002 President Trefny attended the Alumni Association Board meeting where discussions centered on the structural relationship between the School and the Alumni Association. President Trefny reported that progress is being made and that he hopes to be able to report on more specifics at the next Board of Trustees meeting.

President Trefny distributed a copy of an article from the Chronicle of Higher Education that discusses S.B. 229.

President Trefny remarked that the School has received one out of two anticipated proposals to increase the School's Washington presence, particularly in the areas of energy, the environment and minerals.

President Trefny reported on the October 28 – 30, 2002 visit of the Higher Learning Commission of the North Central Association. President Trefny indicated that a great deal of preparation was done in anticipation of the visit. A written report of the visit will be submitted to the School, at which time any factual errors may be corrected.



Subsequently, a formal written report will be filed to which the School may respond. Based on the verbal exit interview, President Trefny anticipates a generally favorable evaluation with a ten-year accreditation recommendation. He remarked that the accreditation team had been impressed with the level of dedication and commitment of the Trustees.

Geophysics Visiting Committee Response. Vice President Middleton presented a draft response to the Geophysics Visiting Committee report, developed in consultation with Geophysics Department Head Terry Young, for the Trustee's review. Trustee Mooney indicated that he would like the letter to be clear on the point that the female faculty hire will be conducted following established protocol. Regarding the Green Center space issue, the Board indicated that they not only acknowledge the space problem but they are seriously concerned about it, and wish this to be clearly stated in the letter. In addition, it was suggested that a statement be included that there is currently a commitment of \$500,000 in place from the State. The Trustees authorized Trustee Mooney to sign the letter with the suggested revisions.

Petroleum Institute Funds. Vice President Moore indicated that the funds received from the Petroleum Institute agreement need to be classified as a gift, bequest or endowment prior to reporting the funds to the Governor and the General Assembly in accordance with State law. Trustee Evans made a motion, seconded by Trustee Wagner, to establish a Petroleum Institute Endowment to be administered by the Vice President for Academic Affairs with an annual spending limit of 5.25 percent of the endowment, based upon the July 1 fund balance for the fiscal year in which the funds are expended. Motion carried.

Emergency Action Item. President Trefny introduced an emergency action item related to the need to create a non-profit entity to facilitate technology transfer. Trustee Krug made a motion, seconded by Trustee Tschatschula, to authorize the creation of Mines Applied Technology Transfer Inc. (MATTI). Motion carried.

Revenue Targets. Vice President Moore reported that while there has been general consensus that the School is inadequately funded, there has been little discussion and no agreement on what would constitute an adequate funding level. He indicated that one approach would be to examine the funding levels of comparable institutions, but that unfortunately there is not a group of small public institutions with academic programs similar to the narrowly focused, high cost programs offered at Mines. Vice President Moore presented a study prepared with Sharon Hart, Director of Institutional Research, that examined funding levels in a group of small to medium sized private research institutions to help advance the discussion towards establishment of a total revenue target for the School. The study suggests that as Mines enters another cycle of reduced state support, the issue of increasing tuition will be an important part of the planning to prepare for changing financial resources. The study also indicated that it will be necessary to establish a "revenue per student" target that combines tuition revenue and state general fund support and accounts for the financial aid required for the tuition rate established. Trustee Mooney thanked staff for their work in preparing this report and commented that

he hopes the School's exemplary institution status will help in crafting a solution to the School's funding problem. The Trustees also discussed the need for the higher education community to work together to educate the public on the funding problem.

Sabbatical Reports. Vice President Middleton introduced the reports from faculty who had sabbaticals during 2001-02. Trustee Evans remarked that he appreciated the summary provided of the reports. The Trustees indicated that they would like a presentation from Drs. Fairweather and Sacks on their sabbaticals at a future meeting.

Easement – Clear Creek County. Vice President Moore reported that Clear Creek County has requested a perpetual easement on land owned by the School to allow road improvements. Specifically, the County plans to straighten out hairpin turns on County Road 279. After discussion, the Trustees directed staff that they prefer to grant temporary easements rather than perpetual easements.

Status of Low-Demand Programs. Vice President Middleton reported that the CCHE has identified four graduate degree programs as “low demand”, based on the numbers of graduating students falling below minimal criteria for long-term continuance. The following degree programs were cited as operating below the benchmark set by CCHE: M.S. in Chemistry; M.S. in Physics; Ph.D. in Geological Engineering; Ph.D. in Geochemistry. No action is required by the Board of Trustees until 2004. Vice President Middleton reported that the School is taking actions to improve the graduation numbers in these programs, with the goal of reviving program productivities by 2004.

Monthly and Year to Date Finance & Operations Report. Vice President Moore reported that the School's net operating loss will look much larger this year, due to the way the auditors want to report research volume.

Graduate School Admissions Report. Dean Romig reported that the continued growth in the number of applications is encouraging. The applications for the Engineering and Technology Management Program account for a significant portion of the increase, although there has also been growth in geology and geophysics. Dean Romig also remarked on the decline in international enrollments this fall.

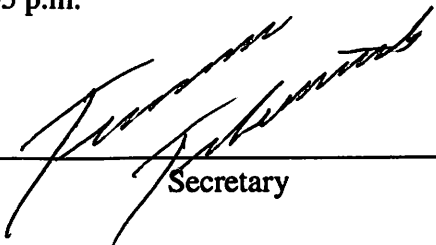
Monthly and Year to Date OIA Report. Vice President Han reported that OIA is currently working with the CSM Foundation to develop an endowment model that will help ease the pressures caused by some endowment fund balances falling below the original gift value. OIA plans to contact donors to those endowed funds in order to gain their agreement on the new endowment model, which will effectively float the value of the endowment's corpus to its market value. This new model should ensure that an endowment is able to support its intended program despite market losses, and over-ride the restrictions currently placed by the Uniform Management of Institutional Funds Act. Moving to this new model will free up the unrestricted assets that have been moved over to cover the current deficits. Vice President Han estimated that approximately 150 existing accounts will be affected by this change. This new model will be used with all new donors.

Vice President Han reported that the Campaign kick-off will be held on February 22, 2003; OIA staff is working to secure additional lead donors prior to that date.

Faculty Senate Report. Faculty Senate President Dennis Readey reported that the Senate is considering a recommendation to the Faculty Handbook Committee regarding specific Senate representation on various university committees. Dr. Readey also reported on a study conducted by Tawni Hoeglund that looked at student evaluations of faculty. Her study showed that students rate the class primarily based on how much they feel they have learned. Dr. Readey remarked that President Trefny will speak at the November 20 Faculty Forum on the School's budget. All Mines employees will be invited to attend the Forum. (Forums were held on November 20 and November 21.)

Alumni Association Report. Executive Director Michael Watson reported on a variety of successful Homecoming events. He also reported on a student recruitment project in Alaska, coordinated jointly by the Alumni Association and the School. Mr. Watson reported that the work of the Affiliation Task Force was the focus of the Alumni Association Board meeting. He reported that they hope to have a solid proposal before the February meeting. He indicated that progress is being made, but there continue to be issues regarding the alumni database and MINES magazine. Mr. Watson also commented on the importance of the continued existence of the Alumni Association and their hopes for a continuing role. Mr. Watson further remarked that the Alumni Association was looking at the issue of developing its own leadership within the organization.

The meeting adjourned at 12:05 p.m.



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Secretary

## **RECORD OF PROCEEDINGS**

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Golden, Colorado  
December 12, 2002

The Board of Trustees met in regular session on December 12, 2002 in the conference room of the Research Building.

Present: Trustees Coors, Evans, Krug, Mooney, Nyikos, Tschatschula, Wagner and Student Trustee Carlson.

Also attending the meeting were President Trefny, Vice Presidents Chevront, Han, Middleton and Moore; Associate Vice Presidents Olds, Silva and Young, Dr. Romig, Dean of Graduate Studies and Research; and other staff members and visitors.

Trustee Mooney presided.

Approval of Minutes. Trustee Nyikos made a motion, seconded by Trustee Wagner, that the minutes of the November 8, 2002 meeting be approved as submitted. Motion carried.

Report from the President of the Board. Trustee Mooney remarked that this has been a difficult period for the administration, given that the seriousness of the budget situation has necessitated layoffs of staff as well as many other budget reducing measures. Trustee Mooney expressed the Board's support and encouragement for the effective and creative solutions that have been implemented and the administration's efforts to keep the academic programs as untouched as possible, and complimented President Trefny's courage and intellectually honest approach to dealing with the budget problem. He also cited the progress that is being made by the School in many areas, including the energy thrust area, technology transfer, the creation of an Advisory Board, the construction of the Research Building, the campaign, and the design of the curriculum and degree programs.

President's Report. President Trefny read a letter he received from Frank Erisman expressing his appreciation for the recognitions he has received from the School in acknowledgement of his service on the Board of Trustees. President Trefny asked that the letter be included in the meeting records.

President Trefny reported that the School hosted the annual ARCS luncheon on campus on November 13.

President Trefny reported on meetings with the C.E.O.'s of Placer Dome, Inc. and Newmont Mining Corporation.

President Trefny commented that the Mining and Physics Departments recently had Visiting Committee meetings and remarked that both visits were very productive.

President Trefny announced that the School was one of nine engineering schools selected by the Hewlett Foundation to receive an award to develop and conduct engineering outreach programs for the community.

President Trefny reported that the School hosted representatives from the Department of Energy on December 5. The Department of Energy will select ten schools to serve as feeder schools for special scholarships, loans, internships and financing of graduate degrees, particularly in the area of fossil fuels.

On December 9, President Trefny spoke to the state Minerals, Energy and Geology Policy Advisory Board (MEGA) about the energy thrust area and CERI.

President Trefny reported that the December 10 metro Denver alumni gathering at the Pinnacle Club was very successful, with more than 100 people in attendance.

Approval of Graduation Lists. Trustee Krug made a motion, seconded by Trustee Coors, that the graduation lists be approved as submitted. Motion carried.

Honorees for May Commencement. Trustee Krug made a motion, seconded by Trustee Nyikos, that President Trefny be empowered to approach, in the order listed, Bill Joy, Robert Ballard, and William Wulf as possible commencement speakers. Motion carried.

Emergency Action Item. Vice President Moore requested approval by the Board of Trustees for expenditure of funds in the CSMRI lawsuit settlement account for the purposes of: (1) reimbursement to the state account for a portion of past expenditures; (2) payment of costs directly related to clean up and closure of the site; and (3) payment of legal costs associated with site closure. Trustee Krug made a motion, seconded by Trustee Evans, authorizing the expenditure of settlement funds. Motion carried.

Status of van Diest Medal. The van Diest Medal, recognizing the achievements of an alumnus in his fifth to fifteenth year after graduation, has been awarded seventeen times since its establishment in 1952. There are currently no funds left in the account established by Dr. van Diest to pay for any future medals. The Awards Committee, at its meeting of November 25, 2002, recommended the dissolution of the van Diest Medal and suggested that consideration be given to the establishment of a new award with somewhat broader criteria to recognize the achievements of alumni under the age of 40. Trustee Evans made a motion, seconded by Trustee Nyikos, to accept the recommendation of the Awards Committee. Motion carried.

Degree Name Change. Vice President Middleton reported that the Department of Physics has proposed that the title of the Master of Science degree offered by that unit be changed from the current *MS in Physics* to *MS in Applied Physics*, in order to improve

the alignment of the Department's graduate program offerings and to emphasize the applications orientation of the degree. It is also hoped that this change will enhance the attractiveness of the MS degree. This request has been endorsed by the Graduate Council and has the support of the Dean of Graduate Studies and Research and the Vice President for Academic Affairs. CCHE approval will also be required. In response to a question, Vice President Middleton indicated that the department name would remain unchanged. Trustee Nyikos made a motion, seconded by Trustee Evans, that the proposed degree name change be approved. Motion carried.

Alumni Association Discussions. President Trefny reported that the Affiliation Task Force continues its work, using the proposal developed by President Trefny last year as a starting point for their discussions. The Alumni Association has submitted a counter-proposal, and there remain many details to work out. The goal of the Task Force is to have a proposal to both Boards by their February meetings. President Trefny indicated that he welcomed input from the Board. Trustee Evans commented that some type of dispute resolution clause may need to be included in the final document.

Status of the Colorado School of Mines Budget. A written summary of President Trefny's remarks to the campus at two special forums held on November 20 and 21 was shared with the Trustees. President Trefny remarked that staff reductions occurred on December 11. Eleven employees were laid off and a number of vacant positions were eliminated. The budget situation remains uncertain, and the seriousness of the situation cannot be overestimated. Student Trustee Carlson indicated that he would like student government to look at how students can help save money, perhaps through reductions in utilities costs and helping take better care of the facilities. President Trefny thanked Student Trustee Carlson for this show of support and remarked that a number of employees have also indicated their willingness to help during these difficult times. He indicated that, as the administration moves forward to address the problem, he will be seeking additional campus involvement.

Monthly and Year to Date Finance & Operations Report. Vice President Moore reported that the audit has not yet been finalized. He also indicated that research volume is on track with last year. He reported that there were no significant expenditure issues that the Board needs to be aware of, and the revenue declines have already been discussed.

Admissions and Enrollment Reports. Vice President Chevront reported that a target of 640 new students has been set for next fall, but he would hope for a number closer to 670. Associate Vice President Young indicated they are working with international students and their sponsoring agencies to encourage them to get their visa applications in as early as possible, to try and avoid the problems encountered this year by international students. President Trefny remarked that the School was down 36 international students this year, primarily due to visa timing issues.

Placement Report. Vice President Chevront introduced the Director of the Career Center, Mr. Ron Brummett. Mr. Brummett highlighted the 88% six-month

placement rate, despite a difficult economy. In response to a question, Mr. Brummett indicated that his office looks forward to working more closely with the Alumni Association's placement programs and sees the proposed integration of these services as a positive step.

Graduate School Admissions Report. Dean Romig reported that the Graduate School is inundated with applications at this point. Trustee Evans thanked Dean Romig for providing a summary page to the Graduate School Admissions Report.

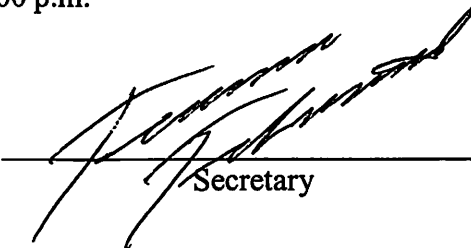
Monthly and Year to Date OIA Report. Vice President Han reported that the OIA staff is focused on the campaign kick-off. He currently projects the total to be around \$55,000,000 by the time of the gala. Vice President Han also reported that he is working on a draft letter to donors on new endowment spending.

Faculty Senate Report. Faculty Senate President Dennis Readey reported that the Senate had discussed the School's budget situation, but that it is difficult to give input since they do not know the details of the budget. The strategic planning process should help clarify whether we are trying to do too much and if our resources are appropriately focused. President Trefny remarked that Vice President Middleton is chairing the Strategic Planning Task Force, and that this group hopes to choose a consultant in January. A RFP for a planning consultant was issued in the fall; the Task Force interviewed five firms and recommended two. These two firms will be on campus in early January for further meetings and interviews.

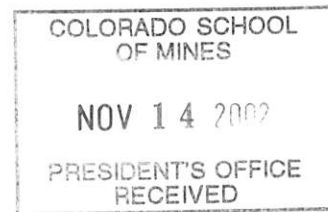
Alumni Association Report. Alumni Association Executive Director Michael Watson reported that the History Committee was very appreciative of the Board's Resolution in support of their work. He also reported on a number of alumni events held in conjunction with various athletic events, as well as on the large number of RSVP's for the Senior Banquet. Mr. Watson reiterated President Trefny's remarks on the progress being made by the Affiliation Task Force.

ROTC Firing Range. Trustee Evans remarked that the ROTC would like to have a local firing range, since they must currently go to Boulder to practice. A potential site has been identified, if liability issues can be resolved.

The meeting adjourned at 4:00 p.m.

  
Secretary

Holme Roberts & Owen LLP



November 12, 2002

John Trefny  
President  
Colorado School of Mines  
Golden, CO 80401

Board of Trustees  
Colorado School of Mines

Gentlemen and Ms. Ostrander-Krug:

Thank you very much for the honors that you bestowed on me last Thursday at the reception held at the president's house. John was most generous in his description of my efforts for and on behalf of the School. As I indicated, my work for Mines has truly been a labor of love and something that I have very much enjoyed. The heart of the School most definitely is the valuable people it has been able to attract both as volunteers and professionals.

The silver Certificate of Appreciation now is in a prominent position in my office as is the trustee plexiglass piece. I thank you, too, for the kind resolution.

Best personal regards.

Sincerely yours,

Frank Erisman

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