

RECORD OF PROCEEDINGS

Golden, Colorado
January 17, 2003

The Board of Trustees met in regular session on January 17, 2003 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, 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 Wagner made a motion, seconded by Trustee Krug, that the minutes of the December 12, 2002 meeting be approved as submitted. Motion carried.

President's Report. President Trefny welcomed Anne Walker, Associate General Counsel, and Marsha Konegni, Communications Coordinator, to the meeting and indicated they will be regularly attending Board meetings.

President Trefny reported that the Senior Banquet, held on December 12, was very successful with good attendance.

President Trefny reported on a number of meetings with representatives of external constituencies, including Lockheed Martin, CH2MHILL, and Newmont Mining Corporation.

President Trefny reported that he had been invited to join the Board of Directors of the Institute for International Education (IIE), through which he hopes to foster the School's connections with the international community.

President Trefny remarked that a reception and dedication ceremony will be held on January 24, 2003 to name the student lounge in the Center for Technology and Learning Media in memory of Senator Claire Traylor.

President Trefny reported on the School's budget situation. This year, the School has already experienced a 12.3% cut in funding from the State. The State has indicated there may be another 10% across the board cut to higher education. On January 16, the Joint Budget Committee voted to remove funding for the Programs of Excellence for the

current year. Mines currently has two Programs of Excellence; it is uncertain at this point what impact this funding cut will have on these programs. President Trefny also reported that the School expects the shortfall in tuition this spring to be in the \$500,000 range, similar to the fall tuition shortfall.

President Trefny congratulated the men's basketball team and Coach Orser on the successful start to their season.

President Trefny congratulated the student chapter of the Society of Women Engineers, which ranks number two in the country on the number of members.

President Trefny reported that the PetroSkills cooperative program is proceeding, through which Mines will provide professional training to petroleum industry professionals.

President Trefny reported on the mist fire suppression experiment Mines has on the Space Shuttle Columbia. Vice President Middleton is in Florida to attend the launch.

Trustee Nyikos commented that he deeply regretted not being able to attend the dedication ceremony for the Claire Traylor lounge. He remarked that Senator Traylor was a gracious person and an outstanding legislator, as well as an extremely good friend of the School.

President Trefny distributed a draft of the report of the Blue Ribbon Panel.

Oath of Office. Trustee Mooney administered the oath of office to Student Trustee Justin Carlson.

Tuition Rate Increases for 2003-04. Vice President Moore commented that the Performance Agreement allows the Board of Trustees to propose a tuition rate increase at twice the rate of inflation. Given the serious budget cuts experienced by the School this past year, the Trustees discussed the need for a rate increase beyond this amount. The Trustees asked Vice President Moore to draft a letter to this effect to be reviewed by the Trustees prior to the February 15 deadline for submission of proposed tuition increases to the Colorado Commission on Higher Education (CCHE).

In response to a question, Associate Vice President Young commented that 80% of students are subsidized in some fashion, and that the optimum tuition structure features high tuition with an accompanying high level of financial aid. Faculty Senate President Dennis Readey commented that if tuition continues to go up, it will have a negative effect on researchers writing proposals. The State of Colorado does not provide funding for graduate students or waive the non-resident tuition classification for graduate students. Therefore, Colorado universities, including Mines, have a cost per graduate student that is twice that of many other institutions. Trustee Evans thanked Dr. Readey for his comments and remarked that is helpful to get input from all constituencies on campus.

Distinguished Achievement Medals. President Trefny introduced the slate of nominees for Distinguished Achievement Medals for the May 2003 commencement as an emergency action item. The following individuals were recommended:

Bruce Hansen '80
Robert Hedlund '75
Thomas LaFehr '62
Kathleen Wiltsey '77

President Trefny commented that the Board had previously approved Dr. Michael Taravella '77 and that the Awards Committee recommends he receive his award this May as well. Trustee Krug made a motion, seconded by Trustee Nyikos, that the slate of nominees be approved. Motion carried.

Higher Learning Commission Draft Report. Associate Vice President Olds introduced the draft report of the Higher Learning Commission, as well as the School's response to errors of fact in the report. Once the School receives the next version of the report, a more substantive response can be made. The Trustees discussed the section between lines 704 and 725, which discusses the fact that the school is overly dependent on revenue streams over which it has little or no control. The Trustees indicated that in the next institutional response, this section should be addressed and a question asked regarding whether there is another funding model of which the School should be aware. Vice President Moore remarked that one of the reviewers was from New Mexico, which devotes its lottery funding to higher education.

Academic Planning Report. Associate Vice President Olds presented the Academic Planning Report that is due annually to the Colorado Commission on Higher Education.

Status of Colorado School of Mines Budget. Vice President Moore discussed the methodology used by the Colorado Commission on Higher Education in determining the budget cuts.

Exemplary Institution Performance Report Draft. Vice President Moore remarked that the first report, reviewing the School's initial efforts to achieve the goals set out in the performance contract with the Colorado Commission on Higher Education, is due to the Education Committees of the Colorado Senate and House of Representatives on or before February 15, 2003. Subsequent reports are due on or before February 15 every three years. Vice President Moore presented a draft of the first report for the Trustees' review.

Alumni Association Affiliation Plan. President Trefny presented an update on the status of the affiliation plan between the School and the Colorado School of Mines Alumni Association. Consensus has been reached on all but one point contained in the outline presented, and President Trefny believes an agreement on that point, which is related to the respective roles of the President and the CSMAA Board in regard to the Executive Director, will be reached. President Trefny hopes that a final plan will be presented to the Board at the February meeting. In response to a question, President

Trefny indicated that the existing alumni association staff will continue to be employees of the alumni association, but that new staff will be employees of the School. Trustee Nyikos offered his compliments on the progress being made in this area. President Trefny expressed his appreciation to the members of the Affiliation Task Force.

Sabbatical Presentation. Dr. Arthur Sacks presented a report from his sabbatical, taken during the spring 2002 semester. His sabbatical had three components. The instructional component involved refining the syllabi for two existing courses and researching material for a new senior seminar/graduate course in international political economy. The professional and scholarly interaction component involved visits to Australia and New Zealand, where Professor Sacks worked with the Institute for Sustainable Futures, advising doctoral candidates, a post-doctoral student, and presenting several public lectures. Finally, Professor Sacks reported that he continued work on a volume of poetry, but that his efforts to seek publication have not yet been successful. Professor Sacks thanked the Board for the opportunity to take this sabbatical. He commented that it was not possible for a department head/division director to completely separate themselves from their administrative role during a sabbatical, but indicated that it was nonetheless a tremendous experience.

Monthly and Year to Date Finance & Operations Report. Vice President Moore reviewed the six-month revenue and expenditure report. He indicated that the initial state budget cut was included in the report, but the second budget cut is not included. He further indicated that additional base budget cuts will be required before the start of the 2003-04 fiscal year.

Admissions and Enrollment Reports. Vice President Chevront reported that the School is on target for 640 – 670 new students next year, and that staff is working diligently to encourage non-resident enrollment.

Graduate School Admissions Report. Dean Romig reported that his office is concerned about the number of international students. There are anecdotal reports of Middle Eastern students delaying enrollment due to the possibility of war.

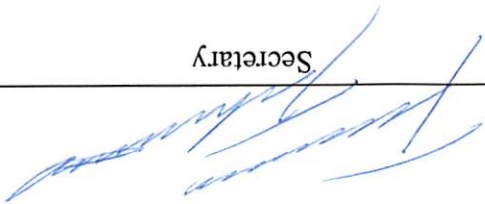
Persistence Report. Registrar Susan Smith presented the Persistence Report. Ms. Smith included a summary of the findings of the report on page 2.

Monthly and Year to Date OIA Report. Vice President Han reported on the plans for the February 22 Campaign Kick-Off Gala. He also reported that unrestricted annual fund contributions improved in December.

Alumni Association Report. Executive Director Michael Watson reiterated President Trefny's comments on the success of the Senior Banquet. He also indicated that the annual holiday party, featuring a presentation by President Trefny, was also well attended. He reported that Trustee Nyikos hosted a very successful event in Grand Junction. Mr. Watson also reported on a meeting with Jorge Benavidez and a planned event in Peru in September. Mr. Watson invited the Trustees to a chili dinner in honor of

Mines students who were recipients of the Mines Achievement Medal. He also invited the Trustees to the Alumni Association annual meeting on February 15.

The meeting adjourned at 12:10 p.m.



Secretary

RECORD OF PROCEEDINGS

Golden, Colorado
February 21, 2003

The Board of Trustees met in regular session on February 21, 2003 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 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 January 17, 2003 meeting be approved as submitted. Motion carried.

President's Report. President Trefny reported on a positive meeting on January 18 with representatives of Newmont Mining Corporation and other mining industry leaders.

President Trefny reported that on January 20 he visited the National Mining Museum in Leadville, Colorado in order to discuss the return of murals loaned to the Museum by Mines some time ago.

President Trefny reported on a meeting held on January 24 with Representative Beauprez. Trustee Wagner and Vice President Moore also participated in this meeting.

President Trefny remarked that the dedication of the lounge in the Center for Technology and Learning Media in honor of Claire Traylor was very successful.

President Trefny announced that the Science Bowl competition sponsored by NREL was held on the Mines campus on February 8, with over 300 students participating.

President Trefny reported that he attended the Colorado Mining Association reception on February 10.

President Trefny attended a reception hosted by the British Consul in conjunction with the American Association for the Advancement of Science (A.A.A.S.) convention.

President Trefny reported that he had attended several meetings of the Institute for International Education Board of Directors.

President Trefny announced the passing of Ed White, a distinguished member of the Geophysics faculty, and indicated he would be speaking at the memorial services later in the day.

President Trefny announced that the 2004 National Student Steel Bridge competition will be held on the Mines' campus.

President Trefny announced that Professor David Matlock has been elected to the National Academy of Engineering.

President Trefny announced that Mrs. Trefny was invited to speak to the Zonta Club on April 5 about the School's international focus, based on her interaction with the delegation of Afghan women who visited the campus last October.

President Trefny reported that 95% of the Mines' students who took the EIT exam passed, as compared to a 59% pass rate nationally and an 83% pass rate in Colorado.

President Trefny recognized several guests from the Alumni Association and requested that the Alumni Association Affiliation Plan be moved to the first action item on the agenda.

Alumni Association Affiliation Plan. John Schwarzberg, incoming President of the Alumni Association Board, reported that the Affiliation Task Force continues to work diligently to find better ways for the School and Alumni Association to work together and expressed his appreciation to the Task Force members. The Task Force has good conceptual agreement on all but one bullet point for establishing a joint venture. The final point, which relates to the reporting structure for the Executive Director, has yet to be resolved. The Alumni Association wants to ensure they have meaningful input into the hiring and evaluation of the Executive Director. Mr. Schwarzberg indicated that the Alumni Association Board passed a resolution affirming the process and progress of the Affiliation Task Force. He also distributed a draft Joint Mission Statement. Trustee Mooney complimented the Task Force for its work to date and thanked the members for their time and effort. Trustee Nyikos made a motion, seconded by Trustee Evans, expressing the Board's support for the work of the Task Force and affirming that the discussions are headed in the right direction. Motion carried.

Sabbatical Requests. Vice President Middleton presented 14 sabbatical requests, eight for a full year and six for a single semester:

Hussein Amery	LAIS	AY 2003-2004
L. Graham Closs	GE	AY 2003-2004
Alfred W. Eustes III	PE	AY 2003-2004
Robert King	EG	AY 2003-2004
David Wood	PH	Fall 2003
Frank Kowalski	PH	Spring 2004
Ning Lu	EG	Spring 2004

Ron Miller	CR	AY 2003-2004
Colin Wolden	CR	Spring 2004
David Wu	CH/CR	AY 2003-2004
Kim Williams	CH	AY 2003-2004
Graham Mustoe	EG	AY 2003-2004
Dennis Readey	MME	Fall 2003
Eileen Poeter	GE	Fall 2003

Vice President Middleton reported that he and the President had reviewed and approved each request. Following discussion, Trustee Wagner made a motion, seconded by Trustee Coors, that the requested sabbaticals be approved. Motion carried.

Clear Creek Easement. Vice President Moore reported that the City of Golden has received funding to put in a bridge over Clear Creek. Due to concerns over access, Vice President Moore recommended that the Board approve putting in the footings and authorize storage of the structure on CSM property, but delay installation. Trustee Evans made a motion, seconded by Trustee Nyikos, to do so. Motion carried.

Emeritus Recommendations. Vice President Middleton submitted six names for consideration for emeritus status:

Barbara Bath, Emeritus Associate Professor of Mathematical and Computer Sciences
 F. Edward Cecil, Emeritus Professor of Physics
 Michael Pavelich, Emeritus Professor of Chemistry and Geochemistry
 Franklin Schowengerdt, Emeritus Professor of Physics
 John Warme, Emeritus Professor of Geology and Geological Engineering
 Karen Wiley, Emeritus Associate Professor of Liberal Arts and International Studies

In response to a question, Vice President Middleton clarified that emeritus status provides faculty with continued access to amenities such as the library and negotiable access to office space. The Trustees remarked that the School is losing some very fine professors. Trustee Wagner made a motion, seconded by Trustee Evans, that emeritus status be conferred on the six faculty members. Motion carried.

Ethics and Character Development Committee. Mr. Bruce Goetz, Mr. Ron Brummett and Mr. Jordan Wiens were in attendance to provide an update on the work of the Ethics and Character Development Committee. The Committee has implemented changes to the student handbook regarding illegal drug and alcohol use. Based on the Committee's recommendations, Student Life also implemented many new activities for students during high stress periods. A Crisis Intervention Committee was also established and has been meeting weekly. Mr. Wiens, ASCSM President, reported on the honor code, which was defeated in a 60/40 vote. Mr. Wiens indicated that the students plan to revise the social accountability clause in the proposed honor code, and they hope to re-submit the honor code to the students again in conjunction with a broader election in order to improve voter turnout. Trustee Wagner made a motion, seconded by Trustee Coors, commending the students for their work on the honor code and pledging the Trustees' continued support. Motion carried.

New Faculty. Vice President Middleton presented the curriculum vitae for Dr. Michael Mooney, who was recently hired as an Associate Professor of Engineering.

Higher Learning Commission Final Report. Vice President Middleton reported that the School has received the final report of the Higher Learning Commission (HLC), and distributed copies of the School's response. The next step is for the HLC to send Mines the names of two Readers. The School will send the Readers all of the material sent to the team, along with the official response. The HLC will send the Readers the Team Report. After the Readers submit their recommendation to the Commission, Mines will receive a letter from the Executive Director of the Commission, accompanied by a revised Statement of Affiliation Status and Record of Status and Scope. Vice President Middleton commended Associate Vice President Barbara Olds for her work on the Higher Learning Commission visit. He also announced that Dr. Olds has been invited to serve in a high level capacity at the National Science Foundation and will be taking a two year leave of absence. The Trustees congratulated Dr. Olds on her appointment.

Master and Professional Master Degrees. Vice President Middleton presented three new masters level degree proposals:

Master of International Political Economy
Professional Master of Mineral Exploration and Mining Geosciences
Professional Master of Environmental Geochemistry

The work on these new degrees was facilitated by Dean Romig. Dean Romig indicated he thought there would be significant demand for these programs. He also clarified that the Graduate Council has approved a statement distinguishing between the M.S. degree and the Professional Master degree. The main distinction is the on-campus, residential mentoring experience. Vice President Middleton indicated that the next step is a role and mission compliance review of these proposed degrees by CCHE.

Physics Visiting Committee Report. Vice President Middleton presented the report of the Physics Visiting Committee. He indicated that a draft response will be prepared for the Board's consideration at its next meeting.

Monthly and Year to Date Finance & Operations Report. Vice President Moore indicated that research volume is up. He also reported on efforts to reduce water use and reduce energy costs on campus. In regards to this year's budget, Vice President Moore reported that the School will need to expend approximately \$1,000,000 of the funds in the Petroleum Institute account in order to balance this year's budget. He indicated that a hiring slowdown has also been selectively implemented, where feasible.

Admissions and Enrollment Reports. Vice President Chevront reported that the School appears to be on target for 700 students for fall and noted that application volume is up over last year.

Graduate School Admissions Report. Dean Romig reported that graduate enrollment numbers look relatively good, mostly due to the new degree programs that have been added.

Monthly and Year to Date OIA Report. Vice President Han reported on the work being done to contact endowment donors to change to a new spending model in order to deal with UMFA restrictions. Donors are being asked to permit the Foundation to continue spending from the endowment fund in the event that the endowment has fallen below the value of the original gift. Without such provisions, these endowment would not generate spending budgets for next fiscal year.

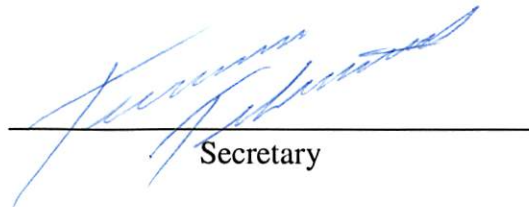
Faculty Senate Report. Faculty Senate President Dennis Readey had to leave the meeting in order to teach a class and was unable to present his report. The Board expressed its appreciation for his written report. Trustee Evans commended Dr. Readey for his work with the faculty.

Alumni Association Report. Alumni Association Executive Director Michael Watson reported on various alumni events. He also announced that the Alumni Association had approved honorary memberships for Candy Ammerman, Ward O'Malley, Bob Pearson and Robert Pond, as well as identified future candidates for honorary memberships. Mr. Watson also reported on Mr. Bob Reeder's work on bolstering membership in the Order of the Engineer.

Trustee Nyikos made a motion, seconded by Trustee Wagner, to go into Executive Session to discuss a personnel issue and a property issue, as authorized respectively by §24-6-402 (3)(b), C.R.S. (2002) and §24-6-402 (3)(a)(I), C.R.S. (2002). Motion carried.

The Board re-convened following its Executive Session. Trustee Wagner made a motion, seconded by Trustee Evans, that the meeting be adjourned. Motion carried.

The meeting adjourned at 1: 05 p.m.


Secretary

RECORD OF PROCEEDINGS

Golden, Colorado
March 27, 2003

The Board of Trustees met in special session on March 27, 2003 in the conference room of the Research Building.

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

Also attending the meeting were President Trefny, Vice Presidents Chevront, Han, Middleton (via teleconference) and Moore.

Vice President Moore provided a comprehensive update on the School's finances. In terms of the current year budget, Mines will be overspent by approximately \$1,000,000 due to the administration's decision not to reduce the academic budget. This deficit will be addressed by the use of funds from the Petroleum Institute account.

In terms of next year's budget, Vice President Moore reported that CCHE had initially recommended no cuts to the Mines budget, based on the Exemplary Institution legislation. The Joint Budget Committee indicated that a zero cut was unacceptable and asked the CCHE for a revised recommendation. The revised recommendation was 20% of the cut being received by most other institutions of higher education in the State. Vice President Moore also indicated that he expects the School will receive approximately \$600,000 less from the Foundation next year. In order to balance next year's budget, it is clear that there will have to be changes in the academic budget, including a smaller adjunct budget. Vice President Middleton indicated that there might be opportunities to selectively use Mines graduate students as instructors. The need to increase enrollment in Masters' degree programs was discussed.

The Trustees discussed whether the School should try to budget a reserve for next year. Given that it currently appears that the School will need to cut an additional \$1,600,000 from next year's budget on top of the reductions that have already taken place, the Trustees decided it would not be feasible to budget a reserve.

Vice President Moore reported that only five capital construction projects are being considered for next year, including the \$500,000 for the Architecture and Engineering (A & E) phase of the CTLM expansion.

Vice President Moore reported that Mines has an approved audit for last year. Through the intervention of the State auditor, sponsored research is shown as operating revenue.

President Trefny reported on an all-campus Summit being planned for the evening of April 9 by faculty members who are on the Budget Committee.

The Board reviewed the Starting Points for Strategic Planning it adopted at the September 2001 Board of Trustees Retreat. Student Trustee Carlson affirmed the support of the students for the principles outlined in the Starting Points document. Trustee Evans made a motion, seconded by Trustee Nyikos, affirming the Board's commitment to the Starting Points for Strategic Planning. Motion carried. The Trustees asked President Trefny to communicate the Starting Points to the organizers of the Campus Summit. The Trustees suggested it would be most helpful if the participants in the campus Summit could focus on short-term academic program issues, such as student retention, faculty loading and deployment of faculty across units, rather than focus on new issue identification. Longer-term ideas that evolve from the Summit can be set aside for future consideration as part of the strategic planning process and at the Board of Trustees Retreat.

Trustee Mooney remarked that the Board needs to prepare for the possibility of long-term budget problems. Trustee Coors has asked that the Board focus not just on the E&G budget, but also on the other components of the budget. The possibility of increasing rents at Mines Park to closer to the market rate was discussed. Trustee Mooney indicated that the Board needs to be thinking about where the School should be in five to ten years. The Trustees agreed that the School should develop a proactive, longer view legislative agenda and that establishing the agenda should be part of the Board's annual planning process.

The Trustees discussed the advantages and disadvantages of enterprise status and privatization. The Trustees also discussed the development of a new relationship between higher education, government, and business. The resurrection of CERI was cited as illustrative of a such a collaborative paradigm, and the development of the National Center for Energy Security was discussed as another opportunity. The Trustees discussed the value and importance of State support for the School and emphasized the need to continually and systematically explore and refine the parameters of the Exemplary Institution designation. The importance of the focus areas for preeminence was also discussed.

President Trefny remarked that the School must be responsive to the needs of the State and must constantly consider whether there are emerging areas that are connected to the School's mission. The Board concurred with President Trefny's remarks; the Board also expressed its support for President Trefny's vision of the School's noble purpose and remarked that the strength of the School lies in its focus and quality.

The Trustees set a goal of establishing a legislative agenda by the end of summer. Vice President Moore remarked that the School would need to invest in some administrative resources and pointed out that currently the Associate VP positions in

Academic Affairs and Finance and Operations are vacant. The Trustees concurred and indicated that it is important for the School to have long-term succession planning.

The meeting adjourned at 11:10 a.m.



Secretary

RECORD OF PROCEEDINGS

Golden, Colorado
April 11, 2003

The Board of Trustees met in regular session on April 11, 2003 in the Coors Board Room.

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

Also attending the meeting were President Trefny, Vice Presidents Chevront, Middleton and Moore; Associate Vice Presidents 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 Evans, that the minutes of the February 21, 2003 regular meeting be approved as submitted. Motion carried. Trustee Evans made a motion, seconded by Trustee Nyikos, that the minutes of the March 27, 2003 special meeting be approved as submitted. Motion carried.

Report of the President of the Board. Trustee Mooney shared a letter of appreciation he received from His Excellency Yousef Omair Bin Yousef, the CEO of ADNOC, thanking the School for its hospitality on his recent visit.

In response to a question regarding the impact of the war on the Petroleum Institute, Vice President Middleton indicated that the planned board meeting is on hold, but that there have been no reported problems in Abu Dhabi. Nonetheless, the Petroleum Institute has added extra security measures.

Trustee Mooney also remarked that he was impressed with the new *Campus In Focus* publication for Mines employees.

President's Report. President Trefny welcomed several guests who were in attendance, including Mr. Brett Siegel from the CCHE, the new Director of Human Resources at Mines, Mr. Michael Dougherty, Mr. Glen Nelson, the new Comptroller, and Mr. Kale Franz, the newly elected student representative to the Board of Trustees.

President Trefny reported that the Campaign Kick-Off dinner was very successful and also remarked that the Technology Showcase was well received.

President Trefny reported that Chemical Engineering and the Library had recently hosted their Visiting Committees.

President Trefny reported on the visit by His Excellency Yousef Omair Bin Yousef, the CEO of ADNOC.

President Trefny announced that he has been invited to serve on the Board of Directors of the Colorado Oil and Gas Association.

President Trefny reported on the campus E-Days celebration, and remarked that Trustees Evans and Mooney had participated in the proclamation ceremony at the State Capitol.

President Trefny reported that Mrs. Trefny made a presentation about the School's international programs at the April 5 meeting of the Zonta Club.

President Trefny reported that he had been inducted into the Order of the Engineer, along with Vice President Middleton, Dean Romig and more than 160 students.

President Trefny reported on the Mines Summit held on April 9. More than 150 people were in attendance and the discussions were extremely positive. President Trefny commented that he was very impressed with the sincerity, interest and concern demonstrated by the attendees. He thanked Drs. Eileen Poeter and Dennis Readey, as well as the other committee members, for their efforts in organizing the Summit.

President Trefny commented on a number of faculty recognitions, including Dr. David Matlock's election as a member of the National Academy of Engineering and Dr. Barbara Olds' selection as a Fellow Member of the American Society for Engineering Education. President Trefny also remarked that a Mines graduate, Chris Springfield, BSc Phy 1991, had received an Academy Award for his animation software.

President Trefny reported that the School has received additional correspondence from the Higher Learning Commission that indicates the readers panel concurred with the visiting team's recommendations. The School should receive a final letter of determination from the Commission soon.

President Trefny reported on the Senior Design Fair that was held at the Field House. The Office of Institutional Advancement arranged for a number of alumni and friends to serve as judges.

President Trefny reported that he would be meeting with Representative Beauprez on April 15 and with Senator Campbell on April 22. President Trefny and other representatives of the School will make a presentation on the Colorado School of Mines to Senator Campbell's staff on April 17.

Election of Foundation Board Representatives. Trustee Evans made a motion, seconded by Trustee Nyikos, that Trustees Tschatschula and Wagner be appointed to two year terms on the Foundation Board. Motion carried.

Emeritus Recommendations. Vice President Middleton submitted the names of the following faculty members for consideration for emeritus status:

Joan Gosink, Professor of Engineering
John Hager, Professor of Metallurgical and Materials Engineering
Kathleen Ochs, Associate Professor of Liberal Arts and International Studies
Robert Underwood, Associate Professor of Mathematical and Computer Sciences
Baki Yarar, Professor of Mining Engineering

Trustee Evans made a motion, seconded by Trustee Nyikos, that emeritus status be conveyed on these faculty members. Motion carried.

Vice President Middleton submitted the name of one faculty member, Professor Glen Edwards, for consideration to receive University Emeritus Professor status. After reviewing the recommendation of the ad hoc committee formed by Vice President Middleton to review this nomination, the Trustees concluded that Professor Edwards was most deserving of this honor. Trustee Nyikos made a motion, seconded by Trustee Evans, that the title of University Emeritus Professor be conferred on Professor Glen Edwards. Motion carried.

New Degree Approvals. Vice President Middleton reported on the status of the following three degree proposals that had been brought to the Trustees as an information item at the February 21, 2003 meeting: Professional Master of Mineral Exploration and Mining Geosciences; Professional Master of Environmental Geochemistry; Master of International Political Economy. Vice President Middleton indicated that he had sent materials on these three degree programs to the Colorado Commission on Higher Education for role and mission compliance review. He reported that the Commission staff are fully supportive of the two professional masters degrees, but they have expressed some concern in regard to the International Political Economy degree. Trustee Mooney remarked on the intrinsic internationalization in the fields of study at Mines. Trustee Tschatschula commented that implementation of engineering projects is now politically and economically driven. Trustee Evans emphasized the importance of training engineers in more than just the technical fields. Dr. Arthur Sacks, Division Director for the Division of Liberal Arts and International Studies was asked to comment on the proposed International Political Economy degree. He remarked that this program is the culmination of the work of Drs. Eul and Laura Pang, and commented on the leadership role the School has played in developing the field of international political economy. He pointed out that this degree program does not create a new department; rather it is the topping off of the international political economy certificate program. Dr. Sacks also emphasized that the School already has faculty with expertise in this area. Trustee Krug remarked that this degree program was a critical part of the School's leadership development efforts, and that creating the degree program will fill a void. The Trustees discussed the importance of this degree program to the industries that Mines serves and the support it has enjoyed from the industry representatives on the Advisory Board. Vice President Middleton indicated that he hopes this issue can be resolved and that it perhaps reflects a disconnect between Mines' proposal and the CCHE staff interpretation of the proposed degree. The Trustees directed Dr. Middleton to report back to them on the status of the Master of International Political Economy degree at their next meeting. Trustee Evans made a motion, seconded by Trustee Wagner, that all three degree programs be approved, subject to CCHE concurrence on the Master of International Political Economy degree. Motion carried.

Physics Visiting Committee Response. Vice President Middleton presented a draft response to the report of the Physics Visiting Committee. Trustee Coors made a motion,

seconded by Trustee Tschatschula, that the draft response be approved as submitted. Motion carried.

December Commencement Speaker. President Trefny reported that the Awards Committee had met to discuss the possibility of inviting Dr. William Wulf, President of the National Academy of Engineering, to serve as the speaker for the December 2003 commencement and receive an honorary degree. Dr. Wulf had been previously invited as the speaker for May 2003, but had to decline due to a conflict in his schedule. The Board concurred that Dr. Wulf would be an excellent speaker and asked President Trefny to proceed with an invitation.

Chemical Engineering Visiting Committee Report. Vice President Middleton presented the report of the Chemical Engineering Visiting Committee as an information item. He will prepare a draft response for the next meeting of the Board of Trustees.

Mining Visiting Committee Report. Vice President Middleton presented the report of the Mining Visiting Committee as an information item. He will prepare a draft response for the next meeting of the Board of Trustees.

Athletics Tiering Report. Vice President Chevront provided an update on the formal tiering of the intercollegiate sports program that was begun in April 2002, as a result of the recommendation of the President's Ad Hoc Committee on Sports and Athletics. At that time, swimming was designated as a level IV, non-scholarship sport and the resultant savings were re-distributed within the Athletics Department. Vice President Chevront reported that the tiering process has now been completed, as outlined below:

Level I:	Football, Men's and Women's Basketball, and Volleyball
Level II:	Soccer and Wrestling
Level III:	Baseball, Softball, Men's and Women's Track
Level IV:	Men's and Women's Swimming, Men's and Women's Cross Country, Golf, and Tennis

In response to a question, Vice President Chevront reported that the Title IX implications of the tiering had been taken into consideration. He also indicated that over time it is possible for sports to move among the different levels. Student Trustee Carlson remarked that students want winning teams and that a successful athletics program is a key component in recruiting new students. Vice President Chevront also reported on efforts to enhance fundraising for the athletics program. The Trustees and President Trefny commended Vice President Chevront and his staff for their work in developing a systematic, thoughtful, and fair approach to improving the athletics program. Vice President Chevront expressed his appreciation to President Trefny for his support of the efforts to enhance the athletics program.

Student Honor Code. Vice President Chevront reported that a revised version of the Student Honor Code had passed. He commended the student leadership, in particular Mr. Justin Carlson, Mr. Kale Franz, and Mr. Jordan Wiens, for their efforts to develop the Honor Code. Implementation of the Honor Code will begin with the upcoming Explore CSM presentations.

Review of 2001-02 Audit. Vice President Moore reported that the 2001-02 audit was completed. He indicated there were no significant issues, but that the new Comptroller will be working on some of the minor issues that were noted.

2004 Meeting Schedule. President Trefny distributed a draft meeting schedule for 2004 and asked the Trustees to provide feedback through his office.

Advisory Board Membership. President Trefny recommended that Mr. Greg Stevinson be considered for membership on the Advisory Board. Trustee Wagner made a motion, seconded by Trustee Nyikos, that Mr. Stevinson's name be submitted to the Governor for consideration. Motion carried.

Monthly and Year to Date Finance & Operations Report. Vice President Moore provided an update on the status of the budget for next year. The School will incur an additional \$30,000 cut in order to avoid three days of mandatory furloughs for employees. He indicated that currently the greatest budgetary risk is to the financial aid funds. The School has already made significant commitments of financial aid; the School's position has been to honor any commitment once it has been made. Vice President Moore indicated that tuition increases will be on the agenda for the May meeting.

Vice President Moore indicated that the School did not incur major damage as a result of the March snowstorm, although the Coolbaugh greenhouse was damaged and many tree limbs were broken.

Vice President Moore reported that the City of Golden will not be using the easement granted by the Trustees at the February 21, 2003 meeting for a bridge over Clear Creek. The City will re-apply to GOCO for funding for the bridge at a later date.

Vice President Moore reported on an increase in research volume.

Admissions and Enrollment Reports. Vice President Chevront reported that the School is on target for the 685 undergraduate students that were in the budget. He hopes to see an increase in the number of non-resident students.

Graduate School Admissions Report. Dean Romig reported that he is very concerned about the decrease in international enrollment. A letter will be sent to prospective international students assuring them that they are welcome and that this is a safe environment. Efforts are also underway to match international applicants with alumni in their area. In response to a question on tracking international students, Dean Romig indicated that the School is required to report information on international students to the I.N.S.

Spring 2003 Registrar Report. Registrar Susan Smith presented an overview of the Spring 2003 Registrar Report. One error was noted in the Summary on page 1 of the report. Spring 2003 minority enrollment is 11.9%; minority enrollment was 9.9% in spring 2002. Vice President Middleton thanked Ms. Smith for the Report and informed the Trustees that Ms. Smith will be retiring this summer. The Trustees joined in wishing Ms. Smith a rewarding retirement and thanked her for her service to the School.

Monthly and Year to Date OIA Report. Associate Vice President Maureen Silva reported on behalf of Vice President Han, who was attending a conference on endowment issues. Ms. Silva indicated that she and Vice President Han will be traveling with President Trefny to Dallas, Houston, and Tulsa at the end of April. The Office of Institutional Advancement is also working on developing joint solicitation letters with the Department Heads and Division Directors. Ms. Silva also reported that 33 of the 54 judges for the Senior Design Fair were alumni.

CSM Foundation Report. Managing Director Linda Landrum welcomed Trustee Terrance Tschatschula as a new member of the Foundation Board and Trustee David Wagner as a returning member of the Foundation Board. Ms. Landrum indicated that the Foundation has changed its asset allocation policy to further diversify its portfolio. The changes implemented in the past twelve months have resulted in noticeable improvements in performance. Ms. Landrum noted that the CSM Foundation's ranking has dropped from 13th to 16th among public institutions in size of endowment assets per FTE students.

Faculty Senate Report. Faculty Senate President Dennis Readey reported on the Mines Summit. He thanked Dr. Eileen Poeter, who is a member of the Budget Committee, for her efforts in organizing the Summit. He also thanked Ms. Alice Jensen for coordinating the logistics for the Summit. In addition to the input received at the Summit, 230 individuals provided input via the Faculty Senate's web site. The goal is to feed the input gathered through the web site and the Summit into the strategic planning process. Dr. Readey thanked Vice President Robert Moore for providing valuable information on the budget at a recent Faculty Forum. Dr. Readey also reported on the recent Senate Distinguished Lecture by Dr. Murray Hitzman on Mines' role in the stewardship of the Earth's future.

Alumni Association Report. Executive Director Michael Watson reported on the alumni event held in Bone Valley, Florida and on a planned pig roast in Arizona. Mr. Watson reported that a number of alumni had attended the Mines Summit and remarked that it was a very successful event. He also thanked members of the administration for participating in the recent induction ceremony for the Order of the Engineer. Mr. Watson indicated that his office was in the process of putting together a master schedule for all of the upcoming Reunion events.

Other Business. Trustee Evans asked for clarification on the role of the Colorado Commission on Higher Education (CCHE). Vice President Moore reported that CCHE was founded in 1963, and that its role had been revised in 1985. CCHE's budget is approximately \$2,250,000 annually; CCHE's budget has taken a 6% cut for next year.

Trustee Nyikos made a motion, seconded by Trustee Evans, to go into Executive Session to discuss promotion and tenure recommendations per §24-6-402 (3)(b), C.R.S. (2002). Motion carried.

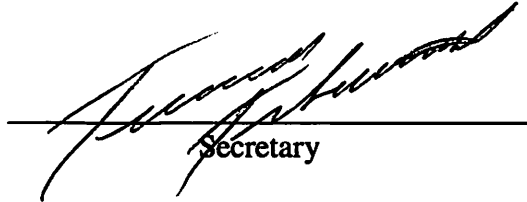
Following the Executive Session, the Board re-convened in regular session. Trustee Evans made a motion, seconded by Trustee Wagner, that the following promotion and tenure recommendations be approved:

Martijn de Hoop (MACS) was promoted to full Professor
Kadri Dagdelen (MN) promoted to full Professor
Lisa Dunn (LB) promoted to full Librarian
Uwe Greife (PH) tenured and promoted to Associate Professor
Mark Kuchta (MN) promoted to Associate Professor
John McCray (GE) tenured and promoted to Associate Professor
Terry Parker (EG) promoted to full Professor
Ivar Reimanis (MME) promoted to full Professor
Peter Sutter (PH) tenured and promoted to Associate Professor
Luis Tenorio (MACS) tenured and promoted to Associate Professor
Tyrone Vincent (EG) tenured and promoted to Associate Professor
J. Douglas Way (CR) promoted to full Professor

Motion carried.

Trustee Nyikos made a motion, seconded by Trustee Wagner, that the meeting be adjourned. Motion carried.

The meeting adjourned at 1:05 p.m.



Secretary

RECORD OF PROCEEDINGS

Golden, Colorado

May 16, 2003

The Board of Trustees met in regular session on May 16, 2003 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 Sacks 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 Krug, that the minutes of the April 11, 2003 regular meeting be approved as submitted. Motion carried.

Report of the President of the Board. Trustee Mooney remarked that the meeting held with Senator Campbell's staff was effective and much appreciated.

Report of the President. President Trefny reported on the recent meeting of the Economics and Business Visiting Committee.

President Trefny reported on a recent visit to the campus by Representative Bob Beauprez, during which he toured some of the laboratories in the Research Building.

President Trefny reported on his meeting with Don Paul from Chevron Texaco.

President Trefny provided an overview of the meeting held with Senator Campbell's staff, which featured information on the School's energy focus.

President Trefny remarked that the Youngs' Symposium, which featured Admiral Richard Truly, was very successful.

President Trefny reported on a private meeting with Senator and Mrs. Campbell, which was also attended by Trustee Mooney. Senator Campbell expressed his support of the School in general and the energy focus area in particular.

President Trefny reported on the recent receptions in Texas, Oklahoma and Kansas, which were well-attended.

President Trefny remarked on the text of Lord Browne's commencement address, in which he made a number of gracious comments about Mines.

President Trefny commented on Mines' selection as one of the "Top 50 Public Institutions of Higher Education" by Kiplingers. The report specifically cited Mines small size and favorable faculty student ratio.

Mining Visiting Committee Response. The Trustees discussed the draft response prepared by Vice President Middleton to the Mining Visiting Committee report. It was suggested that more explanation be added to paragraph 1. It was also suggested that some clarifying language be added to the sustainable development paragraph. The Trustees authorized Trustee Mooney to sign the letter once these changes had been incorporated.

Academic Affairs Appointments. Vice President Middleton announced the appointment of Professor Arthur Sacks as interim Associate Vice President for Academic and Faculty Affairs. Professor Laura Pang will serve as acting Director of the Division of Liberal Arts and International Studies during this interim period. A formal search for the position will take place during the next academic year. Vice President Middleton also announced that the former position of Dean of Graduate Studies and Research has been re-titled to Associate Vice President for Research and Dean of Graduate Studies. This position will continue to be held by Professor Phil Romig.

Proposed Faculty Handbook Changes. Vice President Middleton reviewed the changes to the Handbook proposed by the Faculty Handbook Committee. There was discussion on the proposed change to Section 5.5.7 regarding faculty liability. There was also discussion about the proposal to make the Diversity Committee a University Committee, particularly in regard to the need to clarify this committee's mission.

Compliance with Statewide Transfer Legislation. Vice President Middleton provided background information on H.B. 1263 of 2001, which established legislation for statewide automatic transferability of credit hours of general education core curriculum and simultaneously imposed a cap of 120 credit hours on baccalaureate degrees "not including specific professional degree programs that have additional degree requirements recognized by the Commission." The Performance Agreement between the Colorado School of Mines and the Colorado Commission on Higher Education includes a clause that "CSM will be exempted from 120 credits for those academic degree programs where accreditation standards and requirements result in graduation requirements exceeding 120 credits". Vice President Middleton also reported on the work of the committee he chaired to create a Statewide Engineering Articulation Agreement. Vice President Middleton further reported that, despite his request to the contrary, CCHE has taken a position that does not exempt the School's three non-engineering accredited programs (BS in Chemistry, BS in Economics and BS in Mathematical and Computer Sciences)

from the requirements of HB1263. The Trustees commented on the importance of maintaining the integrity of the entire academic program. They expressed serious concern with having an arbitrary limit imposed on a carefully designed and reviewed curriculum. It was remarked that, while transferability and accessibility are noble goals, it is important to respect faculty purview in this area. After extensive discussion, Trustee Evans made a motion, seconded by Trustee Krug, expressing the Board of Trustees full support for Dr. Middleton's letter of April 8, 2003 to the CCHE articulating the School's position on this issue. Motion carried. Student Trustee Carlson indicated that the Associated Students of Colorado School of Mines (ASCSM) may write a letter of support as well.

Master of International Political Economy. Vice President Middleton reported on the School's efforts to obtain approval for the proposed Master of International Political Economy degree from the CCHE. After a meeting on April 23, 2003 CCHE staff member Dr. Sharon Samson informed Dr. Middleton that she had consulted with Executive Director Tim Foster and others and that CCHE will not alter its original position that this proposed degree is not compatible with the School's role and mission. At the April 23, 2003 meeting Dr. Samson had commented that she did not accept the Board's interpretation of the School's mission, adopted in 2000, and as printed on page 1 of our Bulletins. Vice President Middleton reported that once a formal letter of denial is received from the CCHE, the School will file a formal appeal to the Executive Director. The Trustees commented on the need for this program and the extensive involvement by industry leaders in designing the program.

Economics and Business Visiting Committee Report. Vice President Middleton reviewed the report of the Economics and Business Visiting Committee. A draft response to the report will be prepared for consideration at an upcoming Board meeting.

CSM Budget Discussion. Vice President Moore reviewed the status of the State's Budget for the 2003-04 fiscal year. In addition to projected reductions in the state appropriation, the Foundation's unrestricted budget will not be able to provide the support it has in previous years. A meeting between representatives of the School and CCHE is scheduled for May 12, 2003 to discuss tuition rate increases. The campus Budget Committee is continuing to meet, and once the tuition rate increase issue has been settled, the Committee will prepare a balanced budget for the President's consideration and recommendation to the Board.

Capital Construction Budget Request. Vice President Moore reported that the School is scheduled to receive \$517,000 for Phase I of the Green Center project, the only state-funded capital construction project in Colorado this year. He indicated that the School was in preliminary discussions with leaders in the Golden community about the potential of a shared event facility.

Monthly and Year to Date Finance & Operations Report. Vice President Moore reminded the Trustees that the June 30, 2003 payroll had been deferred until July 1, 2003,

creating two payrolls in July of 2003. He also reported that the School will no longer accept credit cards for payment of tuition, as a budget reduction measure.

Admissions and Enrollment Reports. Vice President Chevront reported that the number of committed students currently stands at 795, which means that anticipated enrollment should be around 730-750 students. The largest class prior to this was 721. Associate Vice President Young remarked that the FastAp program that the School implemented two years ago through the support of President Trefny and Vice Presidents Chevront and Moore is responsible for generating these increased class sizes.

Graduate School Admissions Report. Dean Romig presented the Graduate School admissions report that projects overall enrollment next fall will be about the same as fall 2002. He remarked that the growth in the Engineering and Technology Management program has dwarfed that of all other programs.

Placement Report. Mr. Ron Brummett, Director of the Career Center, presented a preliminary report on the post-graduate status of current and recent graduates.

Monthly and Year to Date OIA Report. Vice President Han provided a report on recent activities by the Office of Institutional Advancement. He also reported that the Campaign is on track, but that is largely due to its strong start.

Faculty Senate Report. Faculty Senate President Dennis Readey reported on the Mines Summit held on April 9. President Trefny remarked that he and the Vice Presidents had a retreat following the Summit to discuss the recommendations.

Dr. Readey reported that the Senate voted to reject a proposed change in the grading system after data presented by the students showed that the vast majority were opposed to any grading change.

Vice President Middleton, in his role as Dean of Faculty, commended Dr. Readey for his leadership of the Senate and congratulated him on his re-election as Faculty Senate President. The Board of Trustees joined Dr. Middleton in commending Dr. Readey for his work.

Alumni Association Report. Mr. Art Biddle represented the Alumni Association and reported that the affiliation agreement has been agreed to in principle. The goal is to have a signed written agreement by July 1. He reported that the Alumni Association has gone through the same grueling budget-reduction exercise as the School. As a result, the Alumni Association has decided to eliminate the Director's position. Mr. Watson was informed on Wednesday of the decision of the Alumni Association Board of Directors to eliminate the Executive Director position. Mr. Biddle read a statement prepared by CSMAA President John Schwarzberg that will be released to the campus explaining this change.

Mr. Biddle also reported that the Mines Magazine Advisory Board has been re-activated. The co-editors have been working well together, but the time is ripe to brainstorm, especially in light of the strategic planning process.

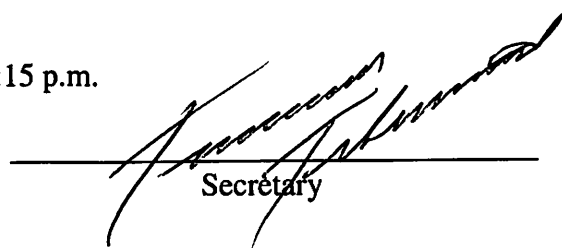
Mr. Biddle also reported that the Alumni Association Board is thinking about revisions in its governance. They are in the process of meeting with representatives of other alumni associations to gather input.

Trustee Evans asked that consideration be given to moving the Alumni Association report earlier on the agenda for future meetings. He also expressed his pleasure at the progress that has been made by the affiliation task force.

Mr. Biddle reported on the work of the History Committee and reported they are on target for a 2004 publication date for the CSM history book.

Trustee Evans made a motion, seconded by Trustee Wagner that the meeting be adjourned. Motion carried.

The meeting adjourned at 12:15 p.m.


Secretary

RECORD OF PROCEEDINGS

Golden, Colorado
June 7, 2003

The Board of Trustees met in special session on June 7, 2003 in the Ben Parker Student Center.

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 General Counsel Walker and Student Trustee-elect Franz and other visitors.

Trustee Mooney presided.

Tuition Rates. Vice President Moore presented an overview of the proposed changes in tuition and fees. Although the maximum increase for a Colorado public university is 9%, Vice President Moore requested that the Trustees approve an increase in resident and non-resident tuition of 8.65%. At this point, it is not known whether or not the CCHE will approve this increase.

Vice President Moore hopes to have the proposed FY 2003/04 budget drafted by next week.

Trustee Krug inquired about salary increases for faculty. Vice President Moore commented that it will not be possible to fund general salary increases, but that a small pool of funds will be available to help address equity issues and provide increases upon promotion and/or tenure.

Vice President Moore reported that the School is still \$500,000 away from a balanced budget. Vice President Moore indicated that he anticipates moving the salary for the Vice President for Institutional Advancement from the Foundation's unrestricted budget to the School's budget, due to the problems with the unrestricted budget.

Trustee Nyikos made a motion, seconded by Trustee Evans, to approve a 8.65% increase in the tuition rate. Motion carried.

Revisions to the Faculty Handbook. Vice President Middleton and Associate General Counsel Walker presented an overview of the proposed changes to the Faculty Handbook.

Section 5.5.7, relating to employment liability protection, was discussed. Vice President Middleton recommended moving forward with this change.

The proposed inclusion of the Diversity Committee as a University Committee was discussed.

Trustee Nyikos remarked that the description of the Diversity Committee's mission and responsibilities is not clear.

Trustee Mooney remarked that it is difficult to judge whether or not the committee is doing what they are supposed to if there is no clear description of its purpose and responsibilities.

Trustee Coors commented that there may not be a need for another University Committee if it does not have a clear mission and recommended that the committee be dissolved.

Trustee Wagner remarked that this is an important committee for the School.

President Trefny commented that it would be possible to evaluate the committee if a more specific mission statement could be crafted.

Trustee Mooney remarked that it appeared that many of the activities of the committee are already being handled by other areas of the campus, such as the Minority Engineering Program and WISEM.

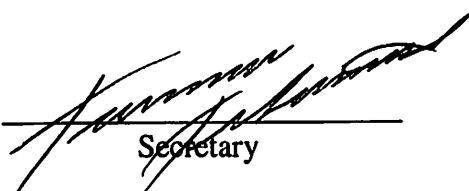
If the Board tables the inclusion of the Diversity Committee as a University Committee, President Trefny would keep it as an ad hoc committee and work with them to develop a more comprehensive mission statement.

Vice President Middleton stated that the proposed handbook changes do not need to be approved as a group, and recommended approval of the other pieces.

Trustee Mooney noted a possible typographical error in the Sexual Harassment section: "Consists of" should be "consist of".

Trustee Krug made a motion, seconded by Trustee Mooney, to approve the recommended changes to the Faculty Handbook with the exception of sections 5.5.7 (Employment Liability Protection) and 12.10 (Diversity Committee.) Motion carried.

The meeting adjourned at 1:30pm


Secretary

RECORD OF PROCEEDINGS

Golden, Colorado
June 20, 2003

The Board of Trustees met in special session on June 20, 2003 in the Coors Board Room.

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

Also attending the meeting were President Trefny, Vice Presidents Han and Moore and Associate Vice President Sacks.

Trustee Mooney presided.

The Trustees expressed their sorrow on the death of Mines student Ryan Sayers and asked staff to draft a letter of condolence to the his family.

Budget. Vice President Moore reviewed the proposed budget for FY03/04. In response to a question on the increase in insurance rates, Vice President Moore indicated that the School is required to use the State's Risk Management services. Higher education has tried to be removed from this requirement for several years, but has been unsuccessful. Higher education is effectively subsidizing other state agencies, particularly corrections. The Trustees asked Mr. Moore to investigate what it would cost to have private insurance and indicated that this may be an appropriate legislative agenda item for the School.

The Trustees inquired about the proposed increase in parking fees and security fees. Trustee Mooney remarked that it is incumbent on the School to provide a safe environment for students and that it is regrettable that the School must charge fees for these basic services. President Trefny commented that the State does not fund these services and that the fees at Mines are relatively modest compared to other institutions of higher education. Vice President Moore explained that the parking fees help provide for general visitor parking and for maintenance of the lots; it takes several years for sufficient funds to accumulate in the account to pay for re-surfacing of the parking lots. The funds do earn interest while they are in the account.

Trustee Mooney asked that in the future the budget report include a column of actual expenses for the year prior. Vice President Moore indicated that this will be done next year, but the change in accounting rules made it impractical for the current year

since there would be wide fluctuations due to the changes in how expenses were categorized.

In response to a question, Vice President Moore indicated that he still anticipates that approximately \$1,000,000 in Petroleum Institute funds will be needed to balance the current fiscal year.

Vice President Moore clarified that the salary expenses for the Vice President for Institutional Advancement have been moved from the Foundation to the School's budget in the proposed FY2003/04 budget.

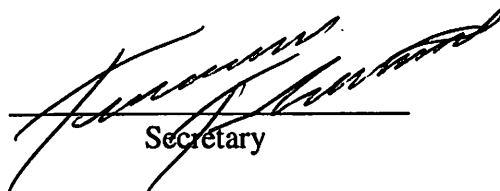
Regarding the increase in the student meal plan, Student Trustee Franz remarked that he was disappointed that students will not have more choices. Students would like to have additional meal plan options from which to choose; Student Trustee Franz has discussed this issue with Student Life Director Bob Francisco. Aramark currently has a five year contract with the School.

Trustee Wagner inquired as to whether the adjunct budget is sufficient. President Trefny indicated he was comfortable with the budgeted number, but funds may have to be added if there is an increase in enrollment.

A question was raised regarding the non-resident student recruiter position. President Trefny indicated that the results of adding this position during the second half of the year should be seen in next year's non-resident numbers. For the current year, applications were up but the yield needs to be improved. The need to work closely with the Alumni Association in recruiting non-resident students was discussed. The importance of securing additional scholarship funds for non-resident students was also discussed.

Trustee Evans made a motion, seconded by Trustee Nyikos, that the FY2003/04 budget be approved as submitted. Motion carried.

The meeting adjourned at 10:10 a.m.


Secretary

RECORD OF PROCEEDINGS

Golden, Colorado
September 19, 2003

The Board of Trustees met in regular session on September 19, 2003 in the Coors Board Room.

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

Also attending the meeting were President Trefny, Vice Presidents Chevront, Han, Middleton and Moore; Associate Vice Presidents Montez, Romig, Sacks, Silva and Young; 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 May 16, 2003 regular meeting and the June 7 and June 20, 2003 special meetings be approved as submitted. Motion carried.

Report of the President of the Board. Trustee Mooney remarked on the start of the school year and the strength of enrollments. He reflected that the School has exciting times ahead of it, particularly with the strategic plan that has been developing for a long time. He remarked that there were a number of interesting concepts in the plan, and that while there is additional work to do, the plan is on a good track that outlines a path for growth in all dimensions.

Trustee Mooney announced that the October 17, 2003 Board meeting will be devoted to the strategic plan. He indicated that the State funding outlook continues to be of concern. Trustee Mooney congratulated President Trefny and his staff for the work that has gone into the plan to this point.

Trustee Wagner reported on the annual meeting of the Colorado Commission on Higher Education. Some of the key issues discussed were K – 12 linkages, access, and financing. CCHE has indicated that they plan to seek increased funding from the state for scholarships. Representative Spence discussed vouchers and enterprise status. Trustee Wagner remarked that it was made clear that the State will be looking for additional funding from wherever they can find it, including endowments. Trustee Wagner remarked that the charter college concept was also discussed at the meeting, and that Vice President Robert Moore was on a panel to discuss the Colorado School of Mines experience. Trustee Wagner concluded by remarking that the program had been very informative and on the attitude of collaboration that permeated the program.

Report of the President. President Trefny reported on a number of visits to potential donors.

President Trefny reported on the success of the May 30 Athletics fundraising event and congratulated Vice President Harold Chevront and Athletics Director Marv Kay on a very positive inaugural event.

President Trefny reported on the Board of Trustees Retreat and remarked that the participation of the Advisory Board members was a good step forward for the School.

President Trefny remarked that he had made the welcoming remarks at the Colorado Oil and Gas Association annual meeting.

President Trefny reported on his trip to Whitefish and Calgary; he indicated that the Calgary alumni are very enthusiastic in their support for the School and that there are many opportunities there.

President Trefny reported on the September 10 opening of the Geology Museum and remarked on a number of major donations that had been secured for the new Museum.

President Trefny reported on a successful Sports Hall of Fame banquet.

President Trefny reported on the induction of Russ Wood into the National Mining Hall of Fame in Leadville.

President Trefny reported on a recent C.E.O. meeting at CCHE and echoed Trustee Wagner's remarks on the collaborative spirit. He reported that discussions with CCHE were moving in a positive direction on many issues for the good of higher education in the State.

President Trefny reported that he was the only university President in attendance at a recent dinner at the Governor's Mansion for economic development officials.

President Trefny announced that he would be attending the 50th Anniversary celebrations at the University of Petroleum-China and University of Petroleum, East China, where he will speak at the opening session on behalf of all the international guests. While in China, he will also be meeting with representatives of Chinese oil companies and with the Chinese Society of Exploration Geophysicists.

President Trefny reported that will be attending the annual COGA picnic on September 20; Representative Beauprez and a number of state legislators are expected to attend as well.

President Trefny reported on a number of contracts and agreements that have recently been negotiated. A contract with Bechtel has been signed for the Yucca Mountain project; a contract with ChevronTexaco will be signed shortly to establish a petroleum geology center on campus, which will house Chevron Texaco researchers on campus in refurbished space in Berthoud Hall that was vacated by the Geology Museum. The CERI by-laws have been developed and the Gas Technology Institute will become a charter member at a signing ceremony on September 22.

President Trefny distributed copies of an article in *Governing* magazine that features the School's exemplary institution status. President Trefny also distributed copies of two articles in *Physics Today* that remark favorably on the School's physics program. President Trefny reflected that examples such as these show the School can do it all and do it excellently.

Trustee Tschatschula congratulated everyone involved on the successful completion of all the major contracts.

Administration of Oath of Office. Trustee Mooney administered the Oath of Office to Student Trustee Kale Franz.

City of Golden Easement. Vice President Moore reported that the Golden City Council voted not to install a traffic circle at 19th and Illinois Street, so no easement is needed at this time. Vice President Moore presented a conceptual overview of the developing campus master plan and asked the Trustees to let him know of any major problems with the proposed direction of the plan. He assured the Trustees that the campus master plan is being coordinated with the campus strategic plan.

Owest Corporation Easement. In response to a question, Ms. Anne Walker reported that this request has been processed through all necessary state channels. Trustee Krug made a motion, seconded by Trustee Nyikos, that the easement be granted as submitted. Motion carried.

Emeritus Status. Vice President Middleton presented a recommendation that emeritus status be conferred on Professor Robert E. D. (Gene) Woolsey. Because of Professor Woolsey's service in two departments, the proposed title to be conferred is: Emeritus Professor of Economics and Business and of Mathematical and Computer Sciences. President Trefny concurs with this recommendation. Trustees Krug and Nyikos remarked on Professor Woolsey's distinguished service to the School. Trustee Evans recused himself from the vote since Professor Woolsey is his advisor. Trustee Krug made a motion, seconded by Trustee Nyikos, that emeritus status be approved as recommended. Motion carried.

Honorary Award Recommendations. President Trefny presented recommendations from the Awards Committee for honorary degrees for the December commencement and for a speaker for the May Commencement. Trustee Mooney, who serves as a member of the Awards Committee, remarked favorably on the process used by

the Committee and the dedication of the Committee members. Trustee Krug asked that additional work be done to seek out worthy women and minority candidates for the awards. Trustee Coors made a motion, seconded by Trustee Wagner, that President Trefny be authorized to approach H.E. Yousef Omair Bin Yousef, Dr. Richard Tapia, and Dr. Freeman Gilbert to receive honorary degrees at the December commencement. Motion carried. Trustee Krug made a motion, seconded by Trustee Wagner, that President Trefny be authorized to approach the following individuals, in the order listed, about speaking at the May Commencement ceremony and receiving an honorary degree: Governor Owens, Mr. Andrew Gould, General Richard Lawson, Dr. Craig Barrett, Mr. Bill Joy. Motion carried.

Strategic Plan Update. President Trefny distributed a handout on the status of the strategic plan. He commented that this is a plan to guide the direction of the School over a ten year period. President Trefny remarked that Mines wants to be a world-class institution in both education and research but that resources, both human and financial, are currently a major issue. He commented that there are several possible sources to address the resource issue, all of which will need to be pursued, including more efficient use of current resources, greater productivity, grants and contracts, and philanthropy. The first of these suggests that the School optimize its size and its programs. With respect to undergraduate programs, the plan proposes growth through increased retention and recruitment. It also emphasizes optimizing the use of space and facilities and the further integration of co-curricular activities in a purposeful way with more leadership opportunities for undergraduate students. With respect to graduate programs, there is significant growth opportunity in professional and non-thesis programs that needs to be studied. With thesis-based graduate programs, the numbers have stagnated even as research volume has grown, and the infrastructure is currently inadequate. These areas can grow naturally and significantly if the foundations for them are strong. The focus areas for preeminence need to be developed and marketed. President Trefny remarked that further analysis and study is needed in order to develop tuition income and cost projections for the proposed student numbers, as well as academic plans for staffing, scheduling and enrollment management. The Campus Master Plan will need to address space and facilities implications. Trustee Tschatschula remarked that he is excited by the way the plan is evolving. Given the nationwide trend of decreasing state support for higher education, this plan can move the School forward. Trustee Wagner expressed his support for the plan and remarked that it offers a reasonable approach to charting the School's future. President Trefny indicated that the additional revenue that would be generated would help feed the research program, and that it enables the number of faculty to increase more quickly than the growth in students. He also indicated that there were implications for re-structuring inherent in the plan. Trustee Evans remarked that the School needs to strive for efficiencies, although the industry models can't be followed. He indicated that this is a plan for sustainable excellence. Trustee Evans expressed his hope that the faculty will see the opportunities in the plan and that he looks forward to their input. Trustee Krug reflected that this plan will create change, which is always difficult, but that this change will also present new opportunities. Trustee Nyikos remarked that this is an exciting effort and that the process being used is a good one. This plan needs to move the School forward. Student Trustee Franz commented that, once they

have an opportunity to understand the key elements of the plan, he believes the student body will get behind it. The students are concerned about the future of the School and the value of their degree. Trustee Mooney remarked that strategic planning is an ongoing process if done correctly, and that what has happened so far is very positive.

Library Visiting Committee Report. Vice President Middleton reported that the Visiting Committee's report was received during the summer. A draft response will be prepared for the Board's consideration at its next meeting. The adequacy of resources available to the library is the key theme of the report; it also reports a perception that the library may be viewed as a somewhat peripheral component of the academic community. Trustee Wagner remarked that great universities are developed around great libraries. The Trustees expressed their support of the library and their view that it is one of the most important components of the campus.

Economics and Business Visiting Committee Response. Vice President Middleton presented the draft response to the Economics and Business Visiting Committee report. Trustee Evans indicated that the section on the Institute for Global Resources Policy and Management (IGRPM) is very important. Vice President Middleton will expand and elaborate upon that section. The Trustees authorized Mr. Mooney to sign the letter once this change is incorporated.

Summary of New Faculty Hires. Vice President Middleton distributed copies of the C.V.'s of the new faculty.

Chemical Engineering Graduate Degree Name Change. Vice President Middleton presented a proposal to change the name of the chemical engineering graduate degrees. Some years ago the Board of Trustees changed the name of the undergraduate degree from Bachelor of Science in Chemical and Petroleum-Refining Engineering to Bachelor of Science in Chemical Engineering, and the Colorado Commission on Higher Education (CCHE) concurred. The department is requesting a similar change to the names of the graduate degrees. The Trustees asked whether there was a concern that by making this change that the degree would be synonymous with other schools. Dr. Middleton responded that the School can maintain clarity and differentiation in ways other than the degree name. The Trustees indicated that Vice President Middleton should proceed with introducing this change to the Colorado Commission on Higher Education. Once the CCHE has reviewed the change in light of Mines' role and mission, it will come back to the Board of Trustees for final action.

Alumni Association Affiliation Update. President Trefny reported that the Alumni Association Board has signed off on the affiliation agreement in principle and left it to Alumni Association President John Schwarzberg to finalize. Trustee Mooney remarked that the Alumni Association is a tremendous resource for the School, and that this agreement will enable the School to utilize this resource more effectively. Through this enhanced partnership, the goal of increased alumni participation and visibility can be achieved. Trustee Nyikos invited the Trustees to the planned alumni gathering in Grand Junction on November 1, in conjunction with the Mesa State football game.

Report on Intramural and Club Sports. Vice President Chevront introduced Mr. Brandon Leimbach, Director of Intramural and Club Sports, who gave a comprehensive overview of the many sports activities offered to students through this program.

Monthly and Year to Date Finance & Operations Report. Vice President Moore introduced Mr. Dan Montez, the new Associate Vice President for Finance and Operations. Vice President Moore reported that tuition revenues for the current year are \$100,000 above what was budgeted. He also reported that, as planned, \$1,032,000 was used from the Petroleum Institute account to balance out last year's budget. Vice President Moore reported that research volume is stable. Trustee Wagner remarked that he liked the new financial reports that were developed to meet CCHE requirements. The Trustees asked Vice President Moore if he could prepare the financials in this format twice a year, on a meaningful cycle, as well as provide the standard monthly reports. The question was also raised as to whether or not cash can be separated from non-cash on the reports. Vice President Moore will investigate this possibility.

Admissions and Enrollment Reports. Associate Vice President Young reported that there are 771 students in the incoming class, an increase of 129 students from last year. Mr. Young recognized the efforts of the admissions and financial aid staff in making this possible, and expressed appreciation for the support received from the administration and Board of Trustees for the recruitment program. He also thanked the faculty for their efforts to accommodate this large class. Trustee Evans asked to have a summary sheet for the Admissions report each month.

Graduate School Admissions Report. Associate Vice President Romig presented the Graduate School Admissions Report. In response to a question, he indicated that a number of students from the Middle East may have chosen not to come due to concerns about the war.

Monthly and Year to Date OIA Report. Vice President Han reviewed the report and indicated that the net present value of deferred gifts is included in the report.

Faculty Senate Report. Faculty Senate President Dennis Readey reported that the Senate has discussed the School's strategic plan. He indicated that the faculty are supportive of the need for a strategic plan. Dr. Readey remarked that the SWOT analysis conducted by Eva Klein and Associates is good. Nonetheless, the Senate's vision of a School of approximately 3600 students split between undergraduate and graduate students and in-state and out-of-state students is not reflected in the draft plan. Dr. Readey remarked that faculty who have been hired in the past 15 years have a research focus. He expressed his concern that the draft plan shows stable numbers of Ph.D. and thesis-based Master's candidates, while increasing undergraduate enrollment. Dr. Readey expressed his belief that the faculty will endorse this plan if there is indeed planned growth in these Ph.D. and Master's students. However, he indicated that many of the faculty are uncomfortable with the plan in its current configuration. Dr. Readey reported that President Trefny and Vice President Middleton have discussed this issue at Senate

meetings. Dr. Readey reported that the Senate would like to slow down the planning process and expand the constituent representation. He suggested taking another six to nine months to discuss the plan, to allow sufficient time for everyone to buy into it. Trustee Coors remarked that the intent of the Trustees is to expand and enhance the School's research program and indicated he did not want to slow down the process. Dr. Readey remarked that the increase in undergraduate enrollment can have a negative effect on research, and suggested that Mines should model itself after M.I.T. or CalTech. He expressed concern with the use of instructors and lecturers teaching classes instead of tenure track faculty. Trustee Mooney remarked that the status quo is untenable and that the School must change. Dr. Readey commented that the focus of the plan is on additional revenue and that the expense side of the equation needs to be examined. The Trustees commented on the cost-saving efforts that have already taken place and that these efforts will continue. Trustee Mooney remarked that the objectives of the Board of Trustees and the Faculty Senate are the same and that it is incumbent on the Senate to get the facts straight. Trustee Krug commented that faculty input into the planning process is valuable. The Trustees commented that their responsibility is to develop a plan that looks at the needs of the institution as a whole, and they expressed confidence that the basic principles of the plan are solid. The issue that remains is how to best achieve these goals.

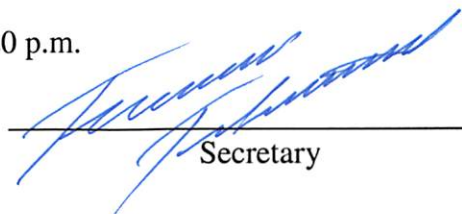
Alumni Association Report. Acting Alumni Association Executive Director Kathy Breit reported that the decision has been made to host younger reunion classes at Homecoming, and to keep the 30 – 65 year reunion classes at the May commencement. She reported on the participation of alumni in a number of back-to-school functions, including hosting a barbecue for freshmen and their parents and staffing the water station for the M-Climb. Ms. Breit introduced the Secretary of the Alumni Association Board, Ms. Kathy Altman, who sent Alumni Association President John Schwarzberg's apologies for not attending the meeting. She reported that the Alumni Association is looking forward to helping move the strategic plan forward, and that they are looking at how they can help with the School's legislative agenda. In terms of the affiliation agreement, Ms. Altman indicated that the ball was in their court to get the agreement to President Trefny.

CSM Foundation Report. Trustee Wagner presented the Foundation Report. He indicated that the amount of unrestricted funds in the Foundation is still significantly below prior levels. This situation is expected to continue for the foreseeable future.

Trustee Nyikos made a motion, seconded by Trustee Krug, to go into executive session to discuss a personnel matter. Motion carried.

Following the executive session, the Board reconvened in regular session. Trustee Nyikos made a motion, seconded by Trustee Krug, that the meeting be adjourned. Motion carried.

The meeting adjourned at 1:20 p.m.



Secretary

RECORD OF PROCEEDINGS

Golden, Colorado
October 17, 2003

The Board of Trustees met in regular session on October 17, 2003 in the Ben Parker Student Center.

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

Advisory Board members Mr. Patrick James and Admiral Richard Truly also attended the meeting. Also in attendance: President Trefny, Vice Presidents Chevront, Han, Middleton and Moore; Associate Vice Presidents Montez, Romig, Sacks, Silva and Young; and other staff members and visitors.

Trustee Mooney presided.

Approval of Minutes. Trustee Wagner requested a change in the wording of the Foundation report in the September 19, 2003 minutes. Trustee Evans suggested a wording clarification in President Trefny's report on the Mining Hall of Fame and Athletic Hall of Fame events. Trustee Evans made a motion, seconded by Trustee Nyikos, that the minutes of the September 19, 2003 meeting be approved as amended. Motion carried.

President's Report. President Trefny reported on the annual Colorado Oil and Gas Association barbecue, which was attended by Representative Beauprez and a number of state legislators.

President Trefny reported on the September 22 signing ceremony, at which the Gas Technology Institute became a charter member of the Colorado Energy Research Institute (CERI).

President Trefny also reported on a donation of \$250,000 from ConocoPhillips, which represents a significant increase over previous contributions. ConocoPhillips has indicated Mines is on a short list of favored schools for philanthropic contributions.

President Trefny reported on a meeting held on September 26 sponsored by the Western Business Roundtable to discuss a sensible approach to the sustainable development of resources. A number of U.S. Congresspersons were in attendance, representing various committees related to natural resources.

President Trefny reported on a reception he and Mrs. Trefny hosted for leaders of the Golden community in the new geology museum on the evening of September 26.

President Trefny gave an overview of his recent 16-day trip to China on behalf of the School. He attended the 50th anniversary celebrations of the University of Petroleum-China and the University of Petroleum, East China. At the University of Petroleum, East China ceremonies, President Trefny spoke on behalf of all the foreign guests to the 30,000 attendees. He indicated that throughout the trip it was apparent that the Colorado School of Mines is held in great esteem. He also reported on meetings with the Chairmen of CNPC and SINOPEC, the Chairman of the Board of BGP Geophysics, and on a reception with Mines alumni. President Trefny reported that the trip was extremely productive, and that the stage has been set for an increase in professional development activities there.

President Trefny reported on the signing of an agreement with ChevronTexaco for the establishment of a new Center of Research Excellence. The Center will develop advanced technologies to improve interpretation of subsurface geology through computer modeling. ChevronTexaco presented a check for \$500,000 as its initial contribution to the Center.

President Trefny also reported on a recent \$300,000 commitment from Marathon to establish a Center for Reservoir Studies at Mines.

President Trefny announced that the Colorado School of Mines was recently ranked 25th by *Kiplinger's* as a top value in public higher education, up from 47th the previous year.

Report of the President of the Board. Trustee Mooney remarked that the development of the Chinese connection is exciting. He also remarked on his recent trip to Chile and commented on the possibilities of expanded professional development opportunities in both countries.

Honorary Award Recommendations. President Trefny reported that Dr. William Wulf, President of the National Academy of Engineering, has agreed to be the December commencement speaker. Dr. Richard Tapia has accepted the School's invitation to receive an honorary degree at the December commencement. H.E. Yousef Omair bin Yousef and Dr. Freeman Gilbert, who had both been invited to receive honorary degrees at the December commencement, have scheduling conflicts and will be unable to participate. The Trustees authorized President Trefny to extend invitations to His Excellency and Dr. Gilbert for the May commencement. President Trefny reported that an invitation has been sent to Mr. Andrew Gould to be the May commencement speaker and receive an honorary degree. President Trefny brought forward the names of four individuals recommended by the Awards Committee for Mines Medals. Trustee Coors made a motion, seconded by Trustee Evans, to issue invitations to Bryan and Kathryn Lees, John Hogan, and Marv Kay for the December 2003 commencement ceremony.

Motion carried. The nomination of George “Rock” Pring was deferred for future consideration.

Library Visiting Committee Response. Vice President Middleton reviewed the draft response to the Library Visiting Committee report. The Trustees made a number of recommendations for changes to the response. Trustee Mooney asked the Trustees to provide any additional feedback to Vice President Middleton and asked that the draft response be placed on the November agenda.

Sabbatical Request. Vice President Middleton presented a sabbatical request for Spring 2004 from Dr. Robert Baldwin. Trustee Evans made a motion, seconded by Trustee Nyikos, that the sabbatical request be approved. Motion carried.

Alumni Association Affiliation Update. President Trefny shared a revised draft of the agreement, and indicated that the goal is to encourage alumni participation through the Alumni Association. He indicated that the Alumni Association had requested additional language under item 2 on page 2 of the draft agreement. Alumni Association President John Schwartzberg thanked President Trefny and the Vice Presidents for their work on the agreement. He reported that the attorneys on the Alumni Association Board had asked for additional language in the agreement that would define alumni “participation.” Mr. Schwarzberg indicated that he was pleased and excited to be at this point in the process. Trustee Evans suggested that some clarifying language be added to items 7 and 14. He complimented the Alumni Association and the School’s administration on the progress made to date.

Regular Reports. The regular reports were distributed as part of the Board’s packet. Vice President Middleton distributed corrected pages for the Registrar’s Report. Trustee Mooney welcomed the new Faculty Senate President, Dr. Wendy Harrison. Dr. Harrison distributed a written report from the Faculty Senate.

Strategic Planning. President Trefny discussed the decline in public support for higher education and emphasized that this appears to be a long-term issue. In terms of the strategic planning process, President Trefny emphasized the importance of focusing the discussion on the ultimate goals and vision for the School’s future.

Eva Klein remarked that she is often asked why institutions should undertake a strategic planning process. By doing so, you design your own fate. She indicated that a strategic plan provides a framework for the big picture and critical issues. It is not a replacement for management decision-making.

The major strategies presented in power point presentations by Vice Presidents Chevront, Middleton, and Moore included:

- Defining the institution
- Staking out the Academic Domain
- Adding Value to the Curricula

- Expanding Partnerships
- Modifying Student Demographics

After the power point presentation, the Board indicated they appreciated seeing the fleshed out feasibility and financial models.

Trustee Tschatschula remarked that the School's budget problems are long-term, following the national trend. Long-term solutions are needed to the problem of decreased state support. The School needs to find areas that it can control.

Trustee James inquired about the feasibility of distance learning. President Trefny remarked that it is embedded in the professional development and new market elements. President Trefny also discussed the use of technology as part of the tool set for on-campus instruction. In terms of distance learning, huge upfront investments are required, so the School will need to carefully assess the potential of the market.

Trustee Coors remarked that he is pleased to see the focus on the full residential campus experience, as that is dear to his heart.

Admiral Truly remarked that Regis has successfully integrated a distance-learning component, and that there may be coordination opportunities.

Trustee Evans invited comment from the Alumni Association representatives and the Faculty Senate. Alumni Association President John Schwartzberg remarked that there appears to be some misperception about the plan within the Mines community. He commented that there does appear to be consensus on the big picture issues.

Professor Bruce Honeyman from the Environmental Science and Engineering Division commented that he believes it is premature to grow the size of the undergraduate student body without better understanding the impacts, both intended and unintended.

Trustees Professor John Moore, director of the department of Metallurgical and Materials Engineering, commented that the discussion of the strategic plan has been predominantly at the President and Vice President level, and it needs to be presented and discussed at the faculty level.

Associate Professor of Chemical Engineering John Dorgan indicated that he appreciated seeing the financial model and asked several questions regarding the amount of additional revenue that the projected growth in the undergraduate student body would generate. He commented that he would like to see the alternative model suggested by the Faculty Senate use different graduate student to faculty ratios.

Trustee Mooney remarked that the financial model's importance is to test the feasibility of aspects of the plan, and that it is not productive to get tied up in the details of the model. He commented that the challenge of the plan will be on the people side. Can the School recruit quality people in the numbers outlined? It is a competitive and

demanding world, and the School needs to have flexibility in order to achieve its goals. As the environment changes, the School must be positioned to make the necessary changes. The draft strategic plan is a very good beginning.

Student Trustee Franz remarked that there appears to be some confusion regarding the strategic plan and the implementation plan. He indicated that the students agree with the goals of the plan. Their concerns relate primarily to implementation. For example, there are questions regarding the potential reorganization of departments.

Trustee Evans questioned whether it is realistic to grow the graduate student program to the extent indicated in the plan. Trustee Evans commented that the Board and administration must not lose sight of what is best for the students as the plan is developed. Trustee Evans remarked that he would like to see the School rebuild its international and non-resident enrollments. He also commented that we need the faculty and alumni association behind the plan to make it work. He would like the plan to include mention of sustainable development and sensitivity to other cultures. He also suggested the plan include the School's role in solving world poverty. Trustee Evans commented that a lot of progress has been made and we need to make sure these accomplishments are reflected in the strategic plan.

Advisory Trustee James asked President Trefny for his commentary on the plan, since he has been with the School for many years as a faculty member, department head, and Vice President prior to assuming his current position. President Trefny remarked that he is excited about the strategic plan. He reflected that the central piece of the plan is the potential of the School to make a difference for the betterment of the world. The School needs to chart a sustainable path to take it to the next level of excellence. The School must come to grips with serious realities, such as the decline in financial support from the state. The question is how can the School organize itself to make the whole greater than the sum of its parts. President Trefny also discussed the need to market the School, and commented that the School cannot wait too long to move and let important opportunities pass us by. He emphasized that the plan is a living document that simply will set the stage for decisions that will be made on a year-to-year basis. There will be many opportunities to make modifications to the plan as we get feedback regarding what is working and what is not. Planning is an ongoing, organic process.

Trustee Evans asked whether the credit hour requirement is an issue, and also commented that the faculty are not all convinced regarding the increased use of instructors and lecturers.

Trustee Mooney said he appreciated seeing the models and was pleasantly surprised that the models demonstrate that there is quite a bit of flexibility in how the plan can be implemented.

Professor Robert Siegrist, director of the Environmental Science and Engineering Division, remarked that he liked the student focus of the plan but questioned some of the

assumptions in the financial model. He would like to see the model include costs related to the recruitment and retention of world-class faculty.

A question was raised about the possible impact of vouchers. Vice President Moore reported that in the two states currently using a guaranteed student assistance system, a larger percentage of students are staying in state.

Admiral Truly remarked that this was the third time he has been involved in the ambitious undertaking of crafting a strategic plan for an institution of higher learning. He asked if the proposed growth in the student body was a strategy or a tactic required to generate resources. Eva Klein remarked that it is both. It is a strategy in the sense that the world needs more people with the capabilities of Mines graduates. It is also strategic in the sense that the School cannot sustain itself on just Colorado students and needs to return to a strong non-resident and international base. The proposed growth is tactical as well. When analyzing the financial picture, increased growth is one of the few ways to impact the School's resources. The talent at the School is being undermined by the lack of resources.

President Trefny remarked that the plan is driven by the evolution of the School. In the 1980's the scope of the School was broadened to include graduate programs and research. It does not make sense to constrain the School to the size it was before that change was incorporated. With very little marketing, it is clear that there is interest in attending Mines. He emphasized that the plan does not call for the school to be "big". Rather, over a ten-year period, the plan is to get an additional 1,000 students, through both improved retention and recruitment. In response to a question, President Trefny indicated that the reason there has been less public discussion of the graduate student enrollment issue is because it needs more study.

Trustee Mooney commented that what we are doing now is not sustainable. Although size is not the driver of the plan, it is a reasonable variable. In 1956, there were significantly fewer students here. The School is just as good today with 3500 students. Moderate and measured growth over the ten-year horizon of the plan is a reasonable goal.

Trustee Nyikos commented that he thought the presentation was terrific, and that it is clear a lot of thought and effort have gone into it. Mines is special. It engenders a special enthusiasm. Clearly the School must move forward. The external changes reflect a permanent change in attitude toward higher education. Planning is difficult because there are many unknowns. What will the world be like in ten years? What will be the size of Colorado's government in ten years? What will the size of the federal government look like? While many different filters can be applied to the plan, it is clear we must move forward.

Interim Associate Vice President for Academic Affairs Arthur Sacks remarked that he has heard concerns from faculty regarding the upfront investment to implement this plan. There are concerns about whether this may mean increases in class size, no raises, and increases in the number of classes each faculty member will teach.

President Trefny remarked that the Strategic Planning Committee will be the venue for soliciting campus discussion on all of these topics.

Eva Klein indicated that her top three recommendations for investing the additional revenue that could be generated from this plan are:

1. Additional faculty
2. Financial aid to bring in the best students
3. Marketing budget


Advisory Trustee James commented that a planning document must be a living document. This looks like one that can be modified as conditions vary. This document will then help direct other school-wide and department planning. A plan is important because you don't see opportunities if you don't have a plan. It is positive that the proposed plan shows a way out of the financial problems. This is critical for fundraising purposes. He also commented that it should attract additional research dollars. This plan will allow CSM to step up to the next level of excellence.

Professor Richard Christiansen from the Petroleum Engineering department commented that he likes the idea of being part of an organization with a worldwide vision. There does need to be discussion about what is going to happen at the graduate level, especially since graduate enrollments have been falling. Structures need to change to make it a world-class institution.

Trustee Mooney thanked everyone for their input and expressed appreciation for the varied viewpoints. He expressed his confidence in the product so far and his belief that the prospects for the School are exciting.

Trustee Nyikos made a motion, seconded by Trustee Evans, that the meeting be adjourned. Motion carried.

The meeting adjourned at 1:05 p.m.



Secretary

RECORD OF PROCEEDINGS

Golden, Colorado
November 21, 2003

The Board of Trustees met in regular session on November 21, 2003 in the Coors Board Room.

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

Also in attendance: President Trefny, Vice Presidents Chevront, Han, Middleton and Moore; Associate Vice Presidents Montez, Sacks, and Silva; Associate Dean Boyd, and other staff members and visitors.

Trustee Mooney presided.

Approval of Minutes. Trustee Evans made a motion, seconded by Trustee Nyikos, that the minutes of the October 17, 2003 meeting be approved as submitted. Motion carried.

President's Report. President Trefny reported that on October 17 he attended the reception to dedicate the piano donated to the School by Emeritus President McBride.

President Trefny reported on a successful dinner for members of the Mines Century Society on October 17.

President Trefny reported on the successful events held in conjunction with Homecoming the weekend of October 17 –18.

President Trefny reported on a presentation he made on October 28 to the Applewood Kiwanis Club.

President Trefny reported that the School hosted a breakfast for members of the Golden City Council on October 29, and a breakfast for members of the Golden Chamber of Commerce on November 14.

President Trefny reported that he had testified before the Capital Development Committee on October 21. At this point, it is not known whether there will be funds available from the State for the next stage of the Green Center/CTLM project.

President Trefny reported that the Metallurgical and Materials Engineering Visiting Committee was on campus October 27 & 28. He remarked that the committee had been re-constituted and was now very strong.

President Trefny reported on an October 21 meeting with Dr. Robert Middleton, head of the White House Task Force on Energy Streamlining. President Trefny remarked that the Rocky Mountains are a key piece in the country's energy development plans. Dr. Middleton is interested in developing a pilot project on energy streamlining in this area and wants to have an academic component. He has asked Colorado School of Mines to submit a proposal, in coordination with other states, to work with the Rocky Mountain Energy Council and the White House to develop a pilot project.

President Trefny reported that he and Vice President Moore traveled to Washington, D.C. on October 29 for a meeting with Representative Tauzin, arranged by Representative Beauprez. Representative Tauzin, chairman of the House Committee on Energy and Commerce, expressed interest in the School. Follow-up materials have been mailed to Representative Tauzin and his staff.

President Trefny reported that he attended the football game in Grand Junction on November 1, and the associated alumni gatherings.

President Trefny remarked on the successful fall sports season. Mines' soccer team won the RMAC championship. The football team had another winning season, marking the first string of three consecutive winning seasons since 1915. Members of the women's cross country team qualified for the NCAA championship.

Report from the President of the Board. Trustee Mooney remarked that he was pleased with the report on the meeting with Mr. Middleton.

Trustee Mooney complimented everyone involved in the alumni association affiliation discussions on the progress being made.

Trustee Mooney commented that, while the strategic plan is still in the early stages, he is pleased with the direction it is taking.

Honorary Award Recommendations. President Trefny reported that Andrew Gould has agreed to be the speaker at the May 2004 commencement ceremony. Dr. Freeman Gilbert will receive an honorary degree at that ceremony, and an invitation has been extended to H.E. Yousef Omair bin Yousef to receive an honorary degree at that time as well, since he was unable to attend in December. President Trefny presented a recommendation from the Awards Committee that an invitation be extended to Dr. Rita R. Colwell, director of the National Science Foundation, to receive an honorary degree at the May 2004 commencement. Trustee Krug made a motion, seconded by Trustee Nyikos, in support of this recommendation. Motion carried.

President Trefny presented the following recommendations for distinguished achievement medals from the Awards Committee:

Mr. Harold M. Korrell '68 (PRE)

Dr. W. Harry Mandeville '71 (BSc Chem)

Ms. Michele M. Vivona '86 (BSc Math)

Trustee Krug made a motion, seconded by Trustee Coors, to endorse the committee's recommendations. Motion carried.

Library Visiting Committee Response. The Trustees remarked that they felt this version of the letter was significantly improved from the earlier draft. Trustee Evans made a motion, seconded by Trustee Wagner, that the response be approved as submitted. Motion carried.

Sabbatical Request. Vice President Middleton submitted a request for a sabbatical from Professor Robert Frost for the spring semester 2004. Trustee Coors made a motion, seconded by Trustee Nyikos, that the sabbatical request be approved. Motion carried.

Emeritus Request. Vice President Middleton recommended that Professor Marvin L. Kay be granted emeritus status as Emeritus Professor of Athletics. Trustee Coors made a motion, seconded by Trustee Wagner, that emeritus status for Professor Kay be approved as recommended. Motion carried.

Vice President Middleton recommended that Dr. John Hager, recently retired Hazen Distinguished Professor of Process Metallurgical and Materials Engineering, be awarded the status of University Emeritus Professor. Vice President Middleton remarked that, although this honor is seldom conveyed, in this case it is strongly deserved. Trustee Nyikos made a motion, seconded by Trustee Evans, that University Emeritus Professor status be conferred on Dr. Hager. Motion carried.

Alumni Association Affiliation Update. A copy of the most recent draft of the agreement was distributed. Alumni Association President John Schwartzberg reported that the Alumni Association Board has approved this draft. The Trustees expressed their wholehearted endorsement of the agreement. Trustee Nyikos made a motion, seconded by Trustee Coors, that the agreement be approved as presented. Motion carried. The Trustees suggested that a signing ceremony should be arranged, in light of the importance of this agreement. Trustee Wagner made a motion, seconded by Trustee Evans, formally congratulating the Alumni Association Board of Directors for their efforts to make this affiliation a reality.

Campus Master Plan. Vice President Moore presented an overview of the draft campus master plan. He remarked that there was a great deal of detailed work behind this conceptual plan. One key issue addressed by the plan is the flow of traffic through and around the campus. It also designates potential building sites. The plan will be presented for the Board's approval in December. Vice President Moore reported that the

current City Council members have seen the plan, and additional briefings will be held in January or February with new members of City Council.

Sabbatical Reports. Vice President Middleton presented written reports from the fourteen faculty members who took sabbaticals last year. The Trustees expressed interest in hearing verbal reports at future meetings from the following faculty members: Kevin Mandernack, David Munoz, Robert Underwood, and Dendy Sloan.

Petroleum Institute Report. Vice President Middleton presented an update on the activities at the Petroleum Institute in Abu Dhabi. He reported that there are currently 393 students enrolled, and that there have been a number of excellent faculty appointments. He remarked that the mood there is one of excitement. He reported that the program is being carefully managed with an eye toward future accreditation, and reported that Professor Ron Miller is on sabbatical there. Professor Miller has particular expertise in the accreditation process. It is expected that an ABET team will make a preliminary, informal visit in late 2004 and an audit visit in 2006/07. Vice President Middleton reported on additional improvements at the temporary campus, and that the permanent campus is still being planned, although the timing of the move is uncertain. Vice President Middleton reported that a succession plan has been developed for the Chief Academic Officer and that a search is underway for a Chief Executive Officer. Vice President Middleton reported that a female faculty member from Colorado School of Mines is on site this fall, and that she has received a warm welcome from the students and faculty.

Monthly and Year to Date Finance & Operations Report. Vice President Moore reported that the audit is not yet complete. He also reported on the open house held for the community on the closure of the CSMRI site.

Graduate School Admissions Report. Associate Dean Boyd presented the Graduate School Admissions Report. He remarked that there has been a significant decline in international Ph.D. applications, although M.S. applications are up. President Trefny remarked that the Institute of International Education (IIE) is looking at the issue of international enrollments, both regionally and nationally. IIE is interested in studying this issue and assisting with marketing and recruitment efforts.

Monthly and Year to Date OIA Report. Vice President Han reported that John and Erica Lockridge accelerated the payment of their pledge and finalized the pledge with an additional \$62,000. He reported that the Lockridges are arranging for a Colorado premiere of their movie to benefit Colorado School of Mines.

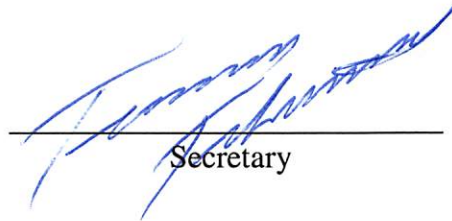
Faculty Senate Report. Senator Paul Santi presented the Faculty Senate's report on behalf of Senate President Wendy Harrison. He reported that the Senate feels like progress is being made on the strategic plan. A straw man version of the plan, developed by a subgroup of the Strategic Planning Committee, is being circulated for comments.

Alumni Association Report. Acting Alumni Association Executive Director Kathy Breit reported on a number of recent Alumni Association activities. Recruitment events co-hosted by the Admissions Office, the Graduate School, and the Alumni Association were held in Houston and Dallas and were well received. Ms. Breit invited the Trustees to the December 9 holiday lunch of the Denver section at the Pinnacle Club. President Trefny and Dean Romig are the scheduled speakers.

Other Business. Trustee Evans remarked on the recent death of Vic Tancredi, an electronics technician in the Mining Department. The Trustees asked that their condolences be sent to Mr. Tancredi's family.

Trustee Nyikos made a motion, seconded by Trustee Evans, that the meeting be adjourned. Motion carried.

The meeting adjourned at 11:15 a.m.



Secretary

RECORD OF PROCEEDINGS

Golden, Colorado
December 11, 2003

The Board of Trustees met in regular session on December 11, 2003 in the Coors Board Room.

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

Also in attendance: President Trefny, Vice Presidents Chevront, Han, Middleton and Moore; Associate Vice Presidents Montez, Romig, Sacks, Silva; Good-Wilson, and other staff members and visitors.

Trustee Mooney presided.

Approval of Minutes. Trustee Evans made a motion, seconded by Trustee Krug, that the minutes of the November 21, 2003 meeting be approved as submitted. Motion carried.

President's Report. President Trefny remarked that the signing of the affiliation agreement between the School and the Alumni Association was the culmination of a long period of hard work by many people.

President Trefny reported on a number of meetings with donors and potential donors to the School.

President Trefny reported on a teleconference meeting of the Campaign Steering Committee.

President Trefny reported on a dinner with Representative and Mrs. Beauprez, hosted by Trustee and Mrs. Evans. Dr. Patricia Limerick and her husband also attended the dinner.

President Trefny reported that the Chemistry Visiting Committee was on campus December 4 & 5.

President Trefny reported on a meeting with representatives of the Shengli Oil Field to discuss professional development opportunities.

President Trefny reported on a meeting with Ms. Sally Rippey, Executive Director of the Adolph Coors Foundation.

President Trefny remarked on the successful holiday party at the Pinnacle Club for local alumni. President Trefny and Dean Romig spoke at the event.

President Trefny announced that he will be visiting California shortly and will visit with the Lockridges while there. The Lockridges have produced a major Hollywood film and are planning a special premiere in Golden on January 14 at the Colorado Mills. A reception is being planned prior to the screening.

President Trefny expressed his best wishes for the holiday season to the Trustees and other attendees.

Report of the President of the Board. Trustee Mooney remarked that he is pleased to see the strategic planning process move forward, and commented that the Board is keenly interested in this endeavor and supportive of the direction it is taking. Trustee Mooney also remarked that the Trustees value the participation of the broad campus community in the process, and expressed his belief that the more people who participate in the process, the better the ultimate product.

Alumni Association Affiliation Agreement. Trustee Mooney remarked that the signing of this agreement marks the formalization of a great deal of work and that the Trustees anticipate there will be powerful results from its implementation.

Approval of Graduation Lists. Vice President Middleton requested approval to award the degrees in the graduation lists provided. These candidates were approved through a voting action of the Faculty Senate on December 2, 2003, subject to the completion of any remaining requirements. Trustee Nyikos made a motion, seconded by Trustee Krug, that the graduation lists be approved as submitted. Motion carried.

Campus Master Plan. Vice President Moore reported that approximately thirty people attended an open house on the master plan on December 8, 2003. Most of the individuals present were staff members, although some students attended as well. No substantive issues were raised and questions dealt mainly with implementation issues. Vice President Moore remarked that approval of the plan by CCHE will allow the Board to make the final determination on self-funded capital construction projects. He reiterated that this is a strategic master plan, and that no projects will be undertaken without specific approval of the Trustees. Trustee Mooney suggested that the written materials that accompany the master plan highlight the scientific and technical expertise of the University that will be used to execute the plan. The Trustees expressed their appreciation to everyone who was involved in developing the plan. Trustee Krug made a motion, seconded by Trustee Evans, that the campus master plan be approved as submitted. Motion carried.

Sabbatical Report. Professor David Munoz gave a presentation on his sabbatical studies, which addressed transportation engineering issues for the I-70 intermountain corridor from Denver International Airport to Eagle County, Colorado.

Monthly and Year to Date Finance & Operations Report. Vice President Moore reported that the audit is not yet complete. He also reported in the decline in research award volume, probably due to the federal government's operation via continuing resolution.

Admissions and Enrollment Reports. Vice President Chevront presented the spring admissions report, which indicated approximately 20 – 30 new students are expected to enroll. The first admissions report for fall 2004 was presented. At this point, everything appears to be on target. Associate Vice President Young reported that CCHE has changed its calculation for the admissions index. Mines has never used the index score as an admissions criterion. Mines will continue to use its existing admissions system, which is based on an assessment of the student's high school, the curriculum taken, grades, class rank, and test scores. Vice President Moore clarified that, in the performance agreement with CCHE as part of Mines' exemplary institution designation, the School pledged to admit all Colorado residents who met the School's admissions criteria. President Trefny remarked that in our publications the School never discusses index scores, but uses other indicators of quality such as class rank and test scores. He also remarked on the School's favorable scores reported in the Colorado Guide to Colleges.

Graduate School Admissions Report. Dean Romig reported on new national statistics regarding Ph.D. production. For the past 10 – 15 years, the number of Ph.D.'s being produced in Europe and Asia have increased dramatically. Dean Romig remarked on the chronic shortage of U.S. students in science and engineering. The National Science Foundation will recommend a standard Ph.D. stipend of \$30,000, as compared to the \$15,000 currently provided by the Colorado School of Mines. To be competitive, the School's strategic plan must focus on the School's uniqueness and the School must continue to build partnerships. Dean Romig commented that European federal governments have been pouring money into science and engineering.

Monthly and Year to Date OIA Report. Vice President Han reported on the Campaign Steering Committee meeting. The Committee discussed the timeline for the campaign, since it is somewhat behind where we would like it to be. Currently the campaign has reached 58% of its goal, using 62% of the established timeframe. There was general consensus that it is more important to meet the goal than stick to a specific deadline. However, the current deadline of December 31, 2005 will continue as the target date. Vice President Han also discussed pursuit of new patent gifts and valuation of existing ones. Trustee Mooney inquired as to potential donors for the Wellness Center. Vice President Han reported that no additional major donors have been identified yet.

Faculty Senate Report. Professor Kent Voorhees presented the Faculty Senate's report on behalf of Senate President Wendy Harrison. Dr. Voorhees remarked that he was pleased to know that the Trustees value broad input into the strategic plan, as that is also a goal of the Senate. Dr. Voorhees reported on plans for a January 25, 2004 forum

hosted by the Graduate Council. Dr. Voorhees announced that the Senate had also approved the removal of certain engineering systems classes from the required curriculum. Vice President Middleton remarked that these courses had not been as successful as hoped, and that after careful analysis, it was felt they should be removed from the required curriculum. The courses will remain on the books, and some options may continue to require them. Dr. Voorhees remarked that the faculty must continually review the curriculum for ways to improve it. Dr. Voorhees also remarked that the Senate had recommended a specific research goal for inclusion in the strategic plan. Trustee Mooney thanked Professor Voorhees for his excellent report.

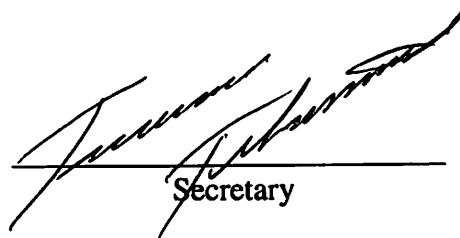
Alumni Association Report. Acting Alumni Association Executive Director Kathy Breit provided a written report featuring some statistical information about the Alumni Association. Kathy Altman, secretary of the Alumni Association, expressed her appreciation of the work that led to the adoption of the affiliation agreement. She also reported that she looked forward to participating as a formal member of the Strategic Planning Committee. Trustee Evans remarked favorably on the regular e mail communications provided to the Alumni Association Board members by Ms. Altman.

Trustee Evans made a motion, seconded by Trustee Krug, to go into Executive Session to discuss a property issue (§24-6-402 (3)(a)(I), C.R.S. (2002) and receive legal advice. Motion carried.

The Board re-convened following its Executive Session. Trustee Nyikos made a motion, seconded by Trustee Evans, that a resolution be prepared authorizing Mr. Robert G. Moore, Mines Vice President for Finance and Operations and Treasurer, to utilize the settlement funds collected as a result of litigation involving the Colorado School of Mines Research Institute ("CSMRI") site for the purpose of financing the continuing remediation and cleanup at the CSMRI site and, if necessary for the completion of the CSMRI site cleanup, to pay for the services of legal counsel to pursue recovery of additional funds from potentially responsible parties. Motion carried.

Trustee Nyikos made a motion, seconded by Trustee Evans, that the meeting be adjourned. Motion carried.

The meeting adjourned at 12:15 p.m.



Secretary

Carol Chapman

From: Mike Nyikos [mailto:myikos@hotmail.com]
Sent: Wednesday, May 07, 2003 9:06 PM
To: Carol Chapman
Subject: Re: FW: Graduation List

Carol. I approve and vote yes. Until Friday at, please contact me on my cell only #970-261-2272. Michael Nyikos

From: "Carol Chapman" <Carol.Chapman@mines.edu>
>To: "Cheri Stevenson for John Coors" <stevenson@coorstek.com>, "David Wagner" <dwa2000@yahoo.com>, "Hugh Evans" <evans.h@attbi.com>, "John Coors" <[coors@coorstek.com>, "Justin Carlson" <[hcarlison@mines.edu>, "Karen Krug" <kok@dentonwilldesapte.kz>, "Michael Nyikos" <myikos@hotmail.com>, "Steven >Mooney" <marionc@tcrk.com>, "Terrance Tschatschula" <aspennetr@aol.com>
>CC: "John Treiny" <[treiny@mines.edu>
>Subject: FW: Graduation List
>Date: Wed, 7 May 2003 13:09:08 -0600
>Dear Trustees:

>Attached please find the graduation lists (undergraduate and graduate >students) for this Friday's commencement, for your approval. Please note >that the Faculty Senate approved these lists at their May 6 meeting.
>Please signify your approval by e mail or by fax (at 303-273-3285).

>Thank you.
>Regards,
>Carol
>-----Original Message-----
>From: Dennis W Radey
>Sent: Wednesday, May 07, 2003 12:00 PM
>To: Carol Chapman
>Subject: RE: Graduation List
>Carol:

>The Faculty Senate approved both the BS and graduate degree candidate lists >for graduation at their meeting yesterday, May 6, 2003.
>Thank you for your help with this.

>Dennis Radey
>President,
>Faculty Senate
>-----Original Message-----
>From: Carol Chapman [mailto:Carol.Chapman@mines.edu]
>Sent: Thursday, April 17, 2003 11:24 AM
>To: Dennis W Radey
>Subject: FW: Graduation List
>Importance: High
>>Dear Dr. Radey:

Carol Chapman

From: Marion Crowley [marionc@tcrk.com]
Sent: Wednesday, May 07, 2003 1:55 PM
To: Carol Chapman
Subject: Graduation

Carol,

I approve the graduation list.

Steve Mooney

Carol Chapman

From: Karen Ostrander Krug [kok@dentonwildesapte.kz]
Sent: Thursday, May 08, 2003 4:54 AM
To: Carol Chapman
Subject: Re: FW: Graduation List

08 May 2003

Dear Carol,

I approve the list of undergraduate and graduate students.

Regards,

Karen Krug
mailto:kok@dentonwildesapte.kz

This is in reply to your message

From: Carol Chapman <Carol.Chapman@is.mines.edu>
To: "Cheri Stevenson for John Coors" <cstevenson@coorstek.com>, "David Wagner" <dwa2000@yahoo.com>, "Hugh Evans" <evans.h@attbi.com>, "John Coors" <jcoors@coorstek.com>, "Justin Carlson" <jhcarlso@mines.edu>, "Karen Krug" <kok@dentonwildesapte.kz>, "Michael Nyikos" <mnyikos@hotmail.com>, "Steven Mooney" <marionc@tcrk.com>, "Terrance Tschatschula" <aspennetr@aol.com>
Date: Wednesday, May 07, 2003, 12:09:08 PM
Subject: FW: Graduation List

====8<=====Original message text=====
Dear Trustees:

Attached please find the graduation lists (undergraduate and graduate students) for this Friday's commencement, for your approval. Please note that the Faculty Senate approved these lists at their May 6 meeting.

Please signify your approval by e mail or by fax (at 303-273-3285).

Thank you.

Regards,
Carol

-----Original Message-----

From: Dennis W Readey
Sent: Wednesday, May 07, 2003 12:00 PM
To: Carol Chapman
Subject: RE: Graduation List

Carol:

The Faculty Senate approved both the BS and graduate degree candidate lists for graduation at their meeting yesterday, May 6, 2003.

Thank you for your help with this.

Dennis Readey
President,
Faculty Senate

Carol Chapman

From: David Wagner [dwaa2000@yahoo.com]
Sent: Wednesday, May 07, 2003 1:40 PM
To: Carol Chapman
Subject: Re: FW: Graduation List

Carol;

I approve these lists.

David Wagner

--- Carol Chapman <Carol.Chapman@is.mines.edu> wrote:

> Dear Trustees:

>

> Attached please find the graduation lists
> (undergraduate and graduate students) for this
> Friday's commencement, for your approval. Please
> note that the Faculty Senate approved these lists at
> their May 6 meeting.

> Please signify your approval by e mail or by fax (at
> 303-273-3285).

>

> Thank you.

>

> Regards,

> Carol

>

>

>

> -----Original Message-----

> From: Dennis W Readey

> Sent: Wednesday, May 07, 2003 12:00 PM

> To: Carol Chapman

> Subject: RE: Graduation List

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>

> The Faculty Senate approved both the BS and graduate

> degree candidate lists

> for graduation at their meeting yesterday, May 6,

> 2003.

>

> Thank you for your help with this.

>

> Dennis Readey

> President,

> Faculty Senate

>

> -----Original Message-----

> From: Carol Chapman

> [mailto:Carol.Chapman@is.mines.edu]

> Sent: Thursday, April 17, 2003 11:24 AM

> To: Dennis W Readey

> Subject: FW: Graduation List

> Importance: High

>

>

>

>

>

> I wanted to make sure you knew that this year the

> Board of Trustees will be

Terrance

I vote for approval.

Carol,

From: ASPENPETR@aol.com
Sent: Thursday, May 08, 2003 3:30 PM
To: Carol Chapman
Subject: Re: FW: Graduation List

Carol Chapman