

**COLORADO SCHOOL OF MINES**  
**FACULTY SENATE MINUTES – Rev00**  
**October 28, 2008 - 2:00pm**  
**Hill Hall Room 300**

**ATTENDEES:** Dorgan, Figueroa, Ganesh, Hitzman, Jesudason, Martins, McKinnon, Sacks, Voorhees

**APOLOGIES:** Collins, Davis, Mooney, Petr

**GUESTS:** Tom Boyd – Dean, Graduate Studies  
Mark Eberhart – Professor, Chemistry and Geochemistry  
Wendy Harrison – Associate Provost  
Nigel Middleton – VP, Academic Affairs and Dean of Faculty  
Prakash Periasamy – GSA Representative

McKinnon, Senate President, called the meeting to order and welcomed the guests.

**COMMENTS FROM GUESTS:**

- A. Nigel Middleton – Middleton presented the Strategic Plan Recalibration 2008 ([Attachment A](#)) and noted that there were no objections to the original plan.
- B. Tom Boyd – Boyd reported that the Graduate Council asked him to look into issues concerning the international student population. Such as the services offered and ways to make campus more inviting. An ad-hoc committee will look into this issue and focus on two primary concerns: 1) Transitional issues (getting used to living in the USA), and 2) Possibly adding a new course, similar to CSM 101, but focused on the concerns of international students.  
Boyd also reported that he is getting models for fundraising for the Earth Energy Institute and has a presentation outlining his goals.
- C. Wendy Harrison – Harrison reported that the executive committee met with Scoggins and that it was mentioned that the Senate needs more continuity. They are looking into making a permanent Senate Secretary position.  
Harrison also reported that an ad-hoc committee will be looking into redesigning the current energy minor into a sustainability energy minor.  
Harrison will give a presentation outlining the First Year Forum.

**APPROVAL OF THE MINUTES:** The Minutes from the September 23, 2008 Faculty Senate Meeting were approved.

**FINANCIAL REPORT:**

The Senate has a base budget of \$6,000 and it was reported that \$1,000 will be spent on an author for an upcoming Faculty Forum. It was also reported that despite the recent recession the CSM Endowment only lost 8%, a low figure compared to other institutions. Molly will be invited to come to the Senate to address this issue.

**OLD BUSINESS:**

- A. Course relief for the Senate President – It was reported that CU does give course relief support to the president of their version of the Faculty Senate and that CSM might have even had a similar policy at one time. It was also noted that President Scoggins thinks the policy would be acceptable.

- B. Enrollment Caps – Nigel will discuss this topic at a later date but the questions of whether or not they should exist at all and whether student input should be solicited came up. It was decided to devote the next Special Topic Senate Meeting to this topic. Hitzman will chair the meeting on November 11, 2008.
- C. Faculty Forum – It was reported that Dave Newport, the CU Sustainability Coordinator will be speaking tomorrow. It was also noted that he will be available to meet with anyone interested prior to the meeting.

**NEW BUSINESS:**

- A. The Undergraduate Council reported that they will be voting on the implementation of the “plus minus” system soon and will inform the Senate of their decision.

**COMMITTEE REPORTS:**

- A. No committees had any new business to report.

**ANNOUNCEMENTS:**

- A. The next Senate meeting will take place on November 11, 2008 in Hill Hall room 300.

The meeting adjourned at 3:37 pm.

ATTACHMENT A

## **Strategic Plan Recalibration 2008**

**Recalibration Committee**

- Mark Eberhart
- Jim Ely
- Brajendra Mishra
- William Navidi
- Tibor Rozgonyi
- Kirsten Volpi
- Nigel Middleton, Chair

**Support Provided by**

- Geoff Barsch
- Tom Boyd
- Tricia Douthit-Paulson
- Maureen Durkin
- Peter Han

## **Original Strategic Plan Goals**

**Goals set when plan was launched in 2004**

By 2014...

- **Headcount Enrollment**
  - Undergraduate: 4448
    - 1000 new undergrads annually by 2014

- Graduate: 1290
  - 632 Non-thesis master's
  - 240 Thesis master's
  - 418 Ph.D.
- Total: 5738
- **Capacity**
  - Faculty Headcount
    - 259 TTT Faculty
    - 40/40/20 distribution of credit hour delivery
  - Infrastructure
    - At least 100,000 square feet needed
- **Research Expenditures**
  - \$50 million

## Points of Tension with Implementation

- Fast undergraduate growth
- Faculty hiring and infrastructure development could not keep pace

Recalibration Committee therefore focused on analysis of faculty and infrastructure capacity issues

## Priority Strategic Objective

“To recruit and educate the best and brightest students to solve the engineering and science problems of the future.”

- SP Recalibration Committee

## To achieve this objective, CSM must:

- Ensure a **high quality** student body through increased **selectivity** in the admissions process
- Continue to grow the number and quality of **graduate students**
- Continue to grow **research** expenditures
- Manage existing **space** more efficiently, while planning for **new infrastructure**

## Specific Recommendations

New Goals by 2014....

- **Headcount Enrollment**
  - Undergraduate: 3500
    - Recruitment focused on non-residents
  - Graduate: 1200

- 288 Non-thesis Master's
    - 432 Thesis Master's
    - 480 Ph.D.
  - Total: 4700
- **Capacity**
  - Faculty Headcount
    - 210 TTT Faculty
    - 40/40/20 distribution of credit hour delivery
  - Infrastructure
    - At least 80,000 additional square feet
    - Rehabilitation of some classrooms
    - Centralized space management process
    - Update the space study originally performed in 2002

GRAPH 1

## Undergraduate Enrollment

- Currently at 3400 total undergraduates
- 905 new students this fall
- On target with strategic plan goals
- Capping enrollment at 3500 allows an opportunity to raise student quality:
  - Step 1: Continue to focus on non-resident growth, while holding total undergraduate population constant
  - Step 2: Larger, more diverse applicant pool will allow for more selectivity

## Graduate Enrollment

- Currently at 933 total
- 21% growth in last two years driven by:
  - Differential tuition
  - More funding for fellowships and TAs
  - Increasing research volume
- Quality/reputation of CSM follows from strong graduate programs
- Focus on research-based programs

GRAPH 2

## Faculty Metrics

- Headcount
- 40/40/20 distribution of credit hours across faculty groups
- Instructional Activity
  - Credit hour delivery
  - Advising

GRAPH 3

GRAPH 4

## Faculty Instructional Activity

Rank	Fall 2007 Headcount	UG Credit Hour Distribution	GR Credit Hour Distribution	Thesis Credit Hour Distribution	Average Credit Hour Load	Credit Hour Distribution
Tenure – Tenure Track*	181	36.1%	87.6%	98.4%	147.62	43.52%
Instructor/Lecturer*	49	26.4%	3.7%	0.3%	291.01	23.23%
Adjunct	70	27.2%	7.9%	0.0%	212.69	24.25%
Research Faculty	10	2.2%	0.7%	1.0%	123.00	2.00%
Academic Other	11	3.8%	0.0%	0.1%	184.68	3.31%
Other	70	4.2%	0.1%	0.1%	32.36	3.69%
Grand Total	391	100.00%	100.00%	100.00%	157.02	100.00%
* Includes Transitional						

GRAPH 5

## Faculty Size to Support 1200 Graduate Students

### Scenario 1: Increase Advisee Ratio

- CSM current faculty/grad student ration is **4.9 to 1** with all graduate students and all TTT faculty included
- We have the capacity to advise 1146 graduate students, 210 more than our current 936, using a **6 to 1** ratio, which is the overall peer average.
- 9 additional faculty would be needed to handle 1200 graduate students, holding undergraduate enrollment constant

### Scenario 2: Maintain Current Level

- Current ratio is **4.2 to 1** with only thesis-based graduate students included (n=704) and TTT faculty who advise at 700-level (n=166).
- We have capacity to advise 815 thesis-based graduate students, 111 more than our current 704, using a **4.5 to 1** ratio

- 18 additional faculty needed to handle 1200 graduate students, holding undergraduate enrollment constant

## What about Infrastructure?

- 2002 Space Model: Caveats
- Surpluses and deficits
- Master plan space projections
- Need more efficient management of existing space

## Space Surpluses/Deficits

Deficits are in red

Year	Total Headcount Enrollment	Classrooms	Laboratories
<b>2004</b>	3,568	3,832 sq feet	28,055 sq feet
<b>2008</b>	4,488	7,271 sq feet	18,468 sq feet
<b>2014</b>	4,700	14,435 sq feet	64,091 sq feet*

\*Includes GRL

## Master Plan Space Projections

Projected Occupancy	Marquez: December 2011	Brown Hall Addition: August 2012	Meyer Phase 1: January 2013	Earth Energy Institute: July 2013	Total
<b>Offices</b>	4,420	3,955	5,230	8,443	22,048
<b>Classrooms</b>	4,730	9,933	4,442	5,940	25,045
<b>Research</b>	14,060	16,910	4,591	15,510	51,071
<b>Other</b>	9,000	11,230	5,040	3,575	28,845
<b>Total</b>	<b>32,210</b>	<b>42,028</b>	<b>22,303</b>	<b>33,468</b>	<b>130,009</b>

Note: Projected occupancy in this chart represents a one-year delay from what is specified in the program plans

## **Implementation**

- Hire 9 to 18 more faculty in next two years to handle 1200 grad students by 2014
- Six new positions will start in Spring 2009
- Must coordinate carefully with annual budget process
- Invest funds to alleviate administrative burdens on faculty
- Fundraising will be critical to fulfill master plan goals
- Maximize efficiencies with space utilization

## **Current External Environment**

- Received \$23 million in state support in FY 08; future state funding may be reduced
- Capital construction dollars from the state remain difficult to obtain; certain higher ed projects frozen recently by governor
- Non-residents may become more difficult to recruit
- Fundraising may be negatively impacted