



Colorado College Board of Trustees
February 21 & 22, 2020
Business Meeting & Executive Sessions
Yalich Board Room, Spencer Center
Colorado College
Colorado Springs, CO

Executive Sessions (February 21 & 22)

In Attendance: Susie Burghart (Chair), Sue Allon, Bill Campbell, Heather Carroll, John Chalik, Carolyn Cullen, Jerome DeHerrera, Joe Ellis, Lisa Hastings, Ryan Haygood, Jesse Horn, Jeff Keller, Amy Louis, Tafari Lumumba, Kishen Mangat, Bob Manning, Eben Moulton, Liza Malott Pohle, Tony Rosendo, Bob Ross, Jarod Rutledge, Kyle Samuel, Bob Selig, Van Skilling, Mike Slade, Andy Stenovec, Marc St. John, Phil Swan, Brian Thomson, Jill Tiefenthaler, John Troubh, R. Thayer Tutt, Jr., Lauren Watel, Lily Weissgold, Jack Wold

Unable to attend: Manuel Martinez, Natalie Pham, Tony Rosendo

During executive session on February 21, the board approved the appointment of Provost Alan Townsend as interim president, for one year with effect from August 1, 2020. The board also approved the formation of a presidential search committee, to be chaired by Jeff Keller. The search committee will comprise trustees, faculty, staff and students.

During executive session on February 22, the board met with presidential search consultant Shelly Storbeck. They discussed the opportunities and challenges CC's next president will face, and the skills the next president will need to succeed.

Board Business Meeting (February 22)

Summary of Proceedings

In Attendance: Susie Burghart (Chair), Sue Allon, Bill Campbell, Heather Carroll, John Chalik, Jerome DeHerrera, Joe Ellis, Lisa Hastings, Ryan Haygood, Jesse Horn, Jeff Keller, Tafari Lumumba, Kishen Mangat, Eben Moulton, Liza Malott Pohle, Tony Rosendo, Bob Ross, Jarod Rutledge, Kyle Samuel, Bob Selig, Van Skilling, Mike Slade, Phil Swan, Brian Thomson, Jill Tiefenthaler, John Troubh, R. Thayer Tutt, Jr., Lauren Watel, Lily Weissgold, Jack Wold

Attended committee and SPT meetings (not business meeting): Carolyn Cullen, Amy Louis, Bob Manning, Jane Rawlings, Marc St. John, Andy Stenovec, Cole Wilbur

Unable to attend: Manuel Martinez, Natalie Pham

Staff in attendance: Mike Edmonds, Claire Oberon Garcia, Mark Hatch, Mark Hille, Lesley Irvine, Robert Moore, Alan Townsend, Jane Turnis, Kim Waldron, Lyrae Williams

Introductory Remarks

Chair Susie Burghart thanked trustees for attending the board meeting and for participating in important discussions about the presidential transition. She welcomed Professor Wade Roberts, chair of the Faculty Executive Committee, and Ethan Greenberg '20, president of the CCSGA to the meeting. She then asked the board to approve the board meeting minutes of November 9, 2019. ***Approval of the minutes was moved, seconded and passed unanimously.***

President's Report

President Tiefenthaler reported that more than six million dollars has been raised to support the Colorado Pledge, and that the Susie B Challenge has been fulfilled. The Stroud Scholars program has received 115 applications, from which 25 local high

school students will be selected to participate. President Tiefenthaler thanked Ms. Burghart for her generosity to financial aid at CC, and Deans Edmonds and Garcia, Jane Turnis and their colleagues Jordan Radke and Carlos Jimenez for their work on the Stroud Scholars program. She also thanked Lesley Irvine and Ms. Turnis for the successful launch of the new athletics logo, which took place earlier in February.

President Tiefenthaler noted that CC was recently named one of the nation's top institutions for producing Fulbright scholars. This year, 11 CC students and recent graduates are Fulbright semifinalists, which represents 58% of the CC's 19 applicants.

President Tiefenthaler devoted the rest of her report to thanking trustees for their work and support. She thanked them for the kind notes they sent to her following the announcement that she will become the CEO of the National Geographic Society in August.

She thanked:

- Ryan Haygood for his two powerful speeches at CC's Martin Luther King, Jr. Day celebrations last month.
- Jerome DeHerrera and Tafari Lumumba for attending the student forum on antiracism earlier in the week. As successful alumni, former student activists, and experts in diversity and inclusion, they helped students better understand the antiracism plan.
- John Troubh for his presentation on the endowment to the Climate Change Task Force, and Jerome DeHerrera, Marc St. John, Lauren Watel and Lily Weissgold for serving on the Task Force.
- Mike Slade, Bob Manning, Bill Campbell, Tony Rosendo, and Dan Cooper for attending the groundbreaking for Ed Robson Arena. The event generated considerable enthusiasm for the arena and Ed Robson was delighted to attend the event.
- Trustees who attended the Budget and Finance Committee meeting in Denver last month: committee members Lisa Hastings, Andy Stenovec, Sue Allon and Carolyn Cullen, and trustees Bill Campbell, Heather Carroll, John Chalik, Joe Ellis, Kishen Mangat, Manuel Martinez, Tony Rosendo, Bob Selig, Lauren Watel, and Lily Weissgold. Special thanks to Jack Wold for his excellent chairing of the committee and the meeting, and to Mr. Mangat for providing meeting space for the committee, and for the Investment Committee, at Cisco Systems.
- Members of the Investment Committee, John Troubh, Kishen, Eben Moulton, Phil Swan and Thayer Tutt, for all the work they are doing to review CC's endowment management advisors.
- Jerome DeHerrera and Manuel Martinez, who will host an event in Denver in April for Latinx alumni in the area. Special thanks to Mr. Martinez for arranging to hold the event in his law offices.

Finally, President Tiefenthaler thanked Susie Burghart, for her leadership and support during the term of her presidency.

President Tiefenthaler then asked Mark Hatch to provide an admission update.

Mr. Hatch reported that applications to the college have increased again this year. Most of the increase has come from Colorado students, probably in response to the Colorado Pledge. Without the increase from Colorado students, application numbers would be lower or similar to the number received last year. Mr. Hatch provided data on financial aid applications, implications for yield, and national trends in student preference for colleges. While admissions data looks positive for CC for the coming year, Mr. Hatch noted that special efforts will continue to be necessary to address the demographic “birth dearth,” a financial recession and other factors that will influence admission and tuition revenue.

Provost’s Report & Dean of the Faculty’s Report

Provost Alan Townsend reported on the work of the task force studying the future of STEM at CC. While a new science building is in the future, the task force and academic departments are not focused on the design of a building, but are thinking broadly and programmatically about STEM at CC. Provost Townsend said there are significant opportunities to engage students in STEM within the liberal arts and the Block Plan and through collaborations between STEM departments and the social sciences and humanities.

Provost Townsend also reported that the Climate Change Task Force is meeting and working on four areas: curricular and co-curricular education, CC’s investments and endowment, CC’s impact beyond campus, and changes to campus operations to further reduce CC’s contribution to climate change.

Dean of the Faculty Claire Oberon Garcia said that in addition to reviewing tenure files, she is working to hire an internal associate dean and three senior diversity, equity and inclusion positions. The internal associate dean will be in place in the dean of the faculty office this summer. Dean Garcia reported that the searches for the senior DEI positions, one in her office, the others in student life and human resources, will conclude within 90 days, with the successful candidates joining CC in the summer. She noted that she is enjoying her work and thanked her staff for their support.

Faculty Executive Committee Chair's Report

Professor Roberts, chair of the FEC, reported on the three projects the committee is advancing. First, the committee is working on faculty governance. They are discussing whether the subcommittee structure should be adapted to help alleviate the workload created by review of faculty promotion case, and to remove redundancies and inefficiencies. Second, the FEC is working with human resources, the provost and dean of the faculty on Title IX policies and practices as they relate to the faculty. Third, the committee is responding to a review of the all-college course evaluations and will work with the Crown Center to improve the evaluations.

Colorado College Student Government Association President's Report

Ethan Greenberg reported on the work of the CCSGA. In collaboration with the Colorado Department of Transportation, CCSGA has purchased bulk discounted bus tickets for students to travel between CC and Denver. A pilot program will run this spring. CSGA is also finalizing an agreement with the *Colorado Sun* to provide premium student subscriptions to this online journalist-owned newspaper. Working with staff in the student life division, CCSGA has helped revive the student conduct board.

Mr. Greenberg thanked the board for appointing two students to the presidential search committee. The students were chosen in collaboration with CCSGA. He also noted that as a result of a CCSGA request, students will now serve on the antiracism plan governance body. Mr. Greenberg expressed disappointment that the final antiracism plan was not communicated well to the student body. He also requested that students be added to the search committees for all three senior DEI positions.

On behalf of CCSGA, Mr. Greenberg thanked trustees for their efforts to achieve carbon neutrality at CC. He noted that CCSGA and other students will continue to call for divestment in fossil fuels and noted that more colleges are doing so.

Mr. Greenberg said that CCSGA elections will take place in two weeks, and include elections for CCSGA officers and the student trustee. He reported that CCSGA has petitioned the El Paso County Clerk to request that a voting site be established at CC.

Committee Reports

Executive Committee: Chair Susie Burghart reported that the committee met the previous day and recommended several actions for board approval:

- Tenure and promotion to associate professor for Pamela Reaves (Religion), Christiane Steckenbiller, (German, Russian, and East Asian Languages), Elizabeth Coggins (Political Science), Rebecca Barnes (Environmental Studies), Amanda Bowman (Chemistry and Biochemistry), and Kevin Holmes (Psychology).

A motion was made to award tenure and promotion to these faculty members. As a recommendation from the Executive Committee, no second was required. The motion was approved unanimously.

- Emeritus status for Victoria Levine, Professor of Music, David Hendrickson, Professor of Political Science, Jeff Noblett, Professor of Geology, and Dave Mason, Professor of English.

A motion was made to award emeritus status for these professors. As a recommendation from the Executive Committee, no second was required. The motion was approved unanimously.

- Awarding honorary degrees to four alumni to be presented at Opening Convocation 2020.

A motion was made to approve the four honorary degree candidates. As a recommendation from the Executive Committee, no second was required. The motion was approved unanimously.

- Awarding an honorary degree to the 2020 Commencement speaker.

A motion was made to approve this honorary degree candidate. As a recommendation from the Executive Committee, no second was required. The motion was approved unanimously.

Investment Committee: Robert Moore reported on endowment performance, noting that for the fiscal year June 2018—June 2019, CC's endowment increased by 5.09%. The investment committee has worked for the past few months to select a portfolio manager, and will conclude that process very soon.

Budget and Finance Committee: Committee chair Jack Wold reported that the committee met in Denver on January 16 and received recommendations from the president and the on-campus budget committee for tuition and fees for 2020-21. He thanked Mr. Moore and gave special thanks to President Tiefenthaler for helping the committee and the board understand the budget of the college and the economics of higher education. The committee accepted the president and on-campus budget committee's recommendation to increase the comprehensive fee by 4.52%. This increase will support a 33% discount rate for the first, sophomore and junior classes, a 2.9% increase in the employee salary pools, and retirement of more than one million dollars in debt.

A motion was made to increase the comprehensive fee by 4.52% (to \$74,256) for the 2020-21 academic year. As a recommendation from the Budget and Finance Committee, no second was required. The motion was approved unanimously.

Buildings, Grounds and Infrastructure Committee: Committee chair Brian Thomson reported that the construction of Ed Robson Arena is proceeding on time. Conceptual design for the new innovation building is complete and will be used in fundraising for the project. Mr. Thomson noted that the committee recommends the board approve a change to the bylaw description of the committee regarding meetings with the on-campus Design Review Board. The board will vote on this amendment after receiving appropriate notice. Mr. Thomson thanked Brian Young for providing an update on the work of ITS and how CC is mitigating risk in that area. He also thanked Robert Moore and his colleagues for all their work to achieve carbon neutrality for the college.

Governance Committee: Committee chair Jerome DeHerrera reported that over the next few years, eight charter trustees will leave the board. The committee recommends bringing new trustees onto the board now to lessen the impact of a large number of retirements in the future. The committee recommends that Eric Duran '91, DHL'15, Dr. Frieda Ekotto '86, DLitt'18, Jane Franke'84, P'17, and Dr. France Winddance Twine DHL'19 be elected to the board as charter trustees for 6-year terms beginning on July 1, 2020.

A motion was made to elect these four candidates. As a recommendation from the Governance Committee, no second was required. The motion was approved unanimously.

Mr. DeHerrera reported that a subgroup of the committee interviewed candidates for student trustee. The committee has recommended that three candidates go forward to

participate in the CCSGA election: Shoshana Holt-Auslander, Bridget Galaty and Elliott Williams.

Mr. DeHerrera said that the committee recommends that the board award honorary trustee status to Congresswoman Diana DeGette '79, who served on the board for several years. Congresswoman DeGette resigned upon being elected to Congress, and did not serve long enough to qualify for life trusteeship.

A motion was made to award honorary trustee status to Congresswoman Diana DeGette. As a recommendation from the Governance Committee, no second was required. The motion was approved unanimously.

Mr. DeHerrera noted that the process for electing new board officers will begin in fall 2020. Finally, he said that trustees will be surveyed during the summer about their committee assignments and be provided with an annual report of their work for the college.

Student Success Committee: Committee chair Heather Carroll reported that the group reviewed the Higher Learning Commission's re-accreditation report. The committee also learned about CC's new GNED requirements, and discussed the impact of socioeconomic differences on the student body and deepening resources for diversity, equity and inclusion efforts. She noted that the committee is also discussing their charge, and that Lesley Irvine has joined the committee so that athletics is represented in the group's work.

Strategic Project Team & FAC Advisory Board Reports

These reports were submitted after the meeting and are appended to these minutes.

Campaign Update

Mark Hille reported that as of December 31, 2019, the campaign has raised more than \$392 million. With some significant contributions on the horizon, he expressed confidence that the campaign goal would be reached. Mr. Hille outlined areas for focus, including fundraising for the innovation building project, and increasing alumni participation in the campaign. He thanked trustees for their leadership and generosity.

Adjournment

There being no other business, the meeting adjourned at 11:30 a.m.

Respectfully submitted,



Susan S. Burghart
Chair

Athletics SPT Meeting Summary February 21, 2020

- The SPT heard from the Women's Soccer Coach who discussed needs and priorities in certain key areas of support for his program. This included Admissions and Financial Aid, Staffing, Facility needs and Conference Alignment. This highlighted some specific areas of potential action, some of which have already occurred or are in planning stages with the Athletic Director.
- The committee also discussed recent developments around the Name, Image and Likeness topic.
- Lesley Irvine provided an update on the recent logo refresh rollout and shared the overwhelming positive feedback that has been heard.
- The athletic department are scheduled to complete an external review for their Division III program (called the NCAA ISSG) and will share the results with the SPT to engage conversation on strategic priorities and progress for the Division III programs.
- The SPT discussed the value of board level support for Athletics and the future status of the SPT. Lesley shared having space and time to engage the board around strategic athletic initiatives is important and we should think of future ways to do that through committee or advisory board structure.

Campaign Steering SPT Meeting Summary

February 21, 2020

1. The SPT received an update on the campaign results, which totaled \$396MM toward the goal of \$435MM. During the past week, an additional \$6MM in verbal commitments had been secured. Recent new commitments include gifts to scholarships, the antiracism initiative, and Creativity and Innovation.
2. However, there are other priorities remaining, namely completing fundraising for the Innovation building and achieving 50% alumni participation in the campaign. The Advancement staff will continue to work on achieving these goals for at least the next year. Committee members expressed their commitment to and interest in working on these goals.
3. At the start of *Building on Originality*, the planned end date for the campaign had been targeted for some time in calendar year 2021. The SPT discussed the timing of campaign conclusion in light of the presidential transition.
4. The SPT received an update on the Advancement Division's constituent relationship management (CRM) software selection and conversion project. System implementation is targeted for fall 2021.
5. Staff shared the latest Innovation building brochure in draft form. Committee members were invited to offer feedback.
6. Plans for the next Campaign Steering Committee were shared. The full committee will meet following the June Board retreat, the afternoon of June 12. The meeting will include joint time with the Creativity and Innovation Steering Committee.

Financial Model SPT Meeting Summary

February 21, 2020

- **Update on the Colorado Pledge** - Mark Hatch and Jane Turnis presented an update on the Colorado Pledge. Colorado applications have increased from 1,370 to 2,030, and a 60% increase in applications is having an impact on admission staff. Mr. Hatch also discussed issues related to determining financial eligibility for participating in the Pledge. Mr. Hatch and Ms. Turnis led discussion of marketing strategies, and how to promote the Colorado Pledge to Colorado high schools. At this point, \$5 million has been raised toward the initiative and there will be more information to report in June 2020.
- **Presentation by Craig Goebel of Art & Science Group** – Mr. Goebel develops market-informed strategies that align an institution’s market needs with its mission and values. He outlined strategies to consider as the college moves forward with the Colorado Pledge and other initiatives to attract more middle-income students. He spoke about the importance of a strong brand and leveraging the Block Plan. The committee talked about ways to tell CC’s story more openly in the media, and to visitors on campus. Mr. Goebels discussed how he could measure opinions and perceptions of CC as a way to assess outreach to middle-income families.

Size and Makeup of the Student Body Special Project Team

Bulleted notes from February 21, 2020 meeting

Discussion on the goals for the makeup of the student body –

- What are our goals for the racial, geographic, and socioeconomic composition of the student body?
 - Consistent with the charge, the SPT discussed several potential goals, including the following:
 - The student body should reflect the world that students will live and work in once they leave Colorado College.
 - The student body should, at minimum, reflect the demographics of the State of Colorado and Colorado Springs.
 - The student body should reflect the demographics of the United States, consistent with our pledge to become an anti-racist institution.
 - The student body should have socioeconomic diversity within our racial diversity.
 - As a milestone for reaching potential goals, the SPT discussed the possibility of the College striving to become a Hispanic Serving Institution, as defined by the Department of Education

Discussion on how the college would achieve the goals –

- The SPT also discussed thoughts on how to achieve any finalized goals for the size and makeup of the student body, including the following:
 - Making diversity an ongoing priority and setting audacious goals
 - Aligning resource allocations to the priority.

- Creating messaging about why diversity matters for all constituents
- Investing in:
 - Financial aid
 - Faculty and staff diversity
 - Programs to promote student success
 - Infrastructure (housing, classrooms, student spaces, etc.)
- Performing market research on the college through the lens of prospective students, their families, and school counselors – to learn CC’s market for increasing students of color.

FAC Advisory Board Report
Sue Allon – CC Trustee Representative
February 22, 2020

1. The FAC has retained Idris Goodwin as its new Director. He will replace outgoing Director Erin Hannan, beginning fulltime on May 1. Idris is a former CC professor of dance and theater. He is a nationally known poet and playwright. Idris gave CC’s baccalaureate address in 2016. He brings a strong following among faculty, staff and graduates, and he and his family are delighted to be returning to Colorado Springs.
2. The advisory board reviewed the upcoming year’s programming, including museum, theater and education. The programs are exciting, with several that are expected to be sellouts. Notably, in theater, a production of In The Heights is slated, as is a production of Elf. At the museum, Cheech Marin’s world class Chicano art collection will be featured this summer. Educational programming for veterans has grown in response to surprisingly large demand in Colorado Springs.
3. CC students continue to become more involved in the FAC, and the FAC enthusiastically looks forward to hosting interns from CC this summer.

4. Advisory board chair Martha Marzolf resigned from the advisory board a few weeks ago. The advisory board opted not to name a chair to replace her, as only one meeting remains before the July 1 completion of the Alliance. The advisory board agreed to meet with Alan Townsend to craft an updated understanding of the advisory board and its members' roles post-July 1, to ensure its success going forward.
5. There are currently five open positions on the advisory board. A nominating committee has been formed to identify qualified candidates to recommend to the board. Board members have been asked to submit names of candidates for consideration.