

**BOARD OF TRUSTEES**  
**February 28, 2015**  
**8:45 A.M.**  
**Spencer Boardroom – Spencer Center**

**SUMMARY OF PROCEEDINGS**

In attendance: Eben Moulton – Board Chair, Kalen Acquisto, Sue Allon, Susie Burghart, Bill Campbell, Heather Carroll, John Chalik, Lynne Cheney, Alan Harris, Elliot Mamet, Bob Manning, Karen Pope, Jane Rawlings, Chris Schluter, Bob Selig, Van Skilling, Andy Stenovec, Phil Swan, Brian Thomson, Jill Tiefenthaler - President, Thayer Tutt, Cole Wilbur, Jack Wold

Staff: Caitlin Apigian, Mike Edmonds, Mark Hatch, Gail Murphy-Geiss, Mary Frances Kerr, Robert Moore, Sean Pieri, Ken Ralph, Jane Turnis, Sandra Wong, Brian Young

Students: Alejandro Salazar

Trustees not in attendance: Neal Baer, Manuel Martinez, Adam Press, Tony Rosendo, Bob Ross, Mike Slade, Marc St John, Brian Williamson and Nancy Woodrow

**Introductory Remarks**

Chair Eben Moulton called the meeting to order at approximately 8:45 a.m. and asked President Tiefenthaler to begin the meeting with the President's report. He indicated that to allow for ample discussion, there would not be a plenary session.

**President's Report**

President Tiefenthaler began her report by thanking everyone for their hard work, and in particular the hard work that went into all the individual committee meetings. She encouraged trustees to review the strategic plan updates that were discussed in KPAWNs.

Admissions had another record number of applications this year at 8,044 which is a little over a 6% increase from the record last year. The partnership with QuestBridge continues to help CC in attracting low-income highly talented students, and approximately 1,500 applicants come from this organization. In addition, more than 30% of the applicant pool self-identify as students of color. International applications increased by 13%, with 25% of international students from China. The default rate on student loans continues to be extremely low at .9%.

Diversity and Inclusion continue to be important topics on campus. Throughout the fall, several conversations were held on campus that discussed inclusion and diversity. Comments from these sessions were shared with the campus community. The Diversity and Equity Advisory Board (DEAB), which is composed of faculty and staff, along with CCSGA and Heads of State (students who lead student organizations within the Butler Center) were charged with reviewing the comments and making recommendations. President Tiefenthaler indicated that she looked forward to sharing the recommendations when available.

On Monday, January 26, CCSGA and President's Council co-hosted an event titled *Conversation with the President*. President Tiefenthaler gave an overview of the fall and also took questions from students. In addition, the entire Cabinet was also present at this event. It was a very well attended and engaging evening. Going forward, Cabinet will also be hosting open office hours throughout the spring. Another exciting opportunity for students is the possibility of Colorado College hosting one of the Presidential Republican Primary debates. Colorado College is a finalist but no decisions have been made yet. President Tiefenthaler indicated that she would keep trustees posted about any further developments.

Half-Block and Winter Break offerings were both a huge success. Six-hundred students participated in half-block which offered 24 for credit and 20 non-credit courses. In addition, test prep courses for the MCAT and LSAT were also offered, as well as boot camps for aspiring entrepreneurs and musicians. Over Winter Break, thirty Colorado College alumni, friends and family spent twelve days exploring Antarctica with Geology professor Christine Siddoway.

Changes were made to the Sunday Community Kitchen last fall due to several reasons including wear and tear on Shove chapel, safety concerns and lack of student participation. These reasons were the impetus for a new model for the Soup Kitchen. With sponsorship from The Innovation Institute, The Soup Kitchen Challenge was started. The final presentations for the challenge will be on March 5, 2015. President Tiefenthaler thanked trustee Cole Wilbur for his generous donation and also thanked the team at the Community for Collaborative Engagement (CCE) and Vice President for Information Technology/CTO Brian Young for their hard work.

Colorado College's current peer group is also being reviewed. President Tiefenthaler reported that Colorado College examined 27 metrics across 41 institutions. The proposed new group is composed of 15 schools and eliminates Lafayette, Sewanee, Trinity, Vassar and Wesleyan and adds Carleton, Davidson and Middlebury.

The Campus Master plan process included gathering lots of input and President Tiefenthaler indicated that the board would vote on the plan later that morning and would hear more about the plan from the trustee SPT group. She also stated that aligned with the Campus Master Plan was the proposed building of housing on east campus. In addition, she reported that MOA Architects were conducting a building analysis and program investigation of Olin Hall and would be providing feedback on the condition and useful life of the building.

President Tiefenthaler asked Vice President for Information Technology/CTO Brian Young to give a brief ITS update. Brian reported that a new wireless network would be announced over the summer with work already beginning in Loomis Hall. He indicated that his team would share with the campus when new buildings would be going live on the new system.

President Tiefenthaler indicated that Dean Wong would share faculty updates on new faculty hiring and faculty coming up for tenure in her academic report. She also mentioned that enhancing resources for faculty is one of the Strategic Plan's key priorities and announced that new faculty development blocks and funding had been designated for faculty. The new funding allows Colorado College to support faculty scholarly and creative efforts while teaching on the demanding block plan. President Tiefenthaler also shared some significant faculty achievements.

President Tiefenthaler closed her report by inviting all trustees to Commencement and also highlighted the induction into the William Jackson Palmer Society that honors those individuals whose total lifetime giving has reached \$1 million. She also reminded trustees of the annual retreat in June and shared that the focus of the retreat would be excellence and that the keynote presenter would be William Deresiewicz, author of the book *Excellent Sheep: The Miseducation of the American Elite*.

### **Dean's Report**

Dean of the College/Dean of the Faculty Sandra Wong gave the Dean's report and reported that at this time the two major concerns include course registration of current students and also making sure everything is ready for Commencement. She also emphasized the importance of faculty and how faculty is essential to the goal of being the best liberal arts education in the country.

Dean Wong recommended the following five faculty for tenure and promotion to associate professor: Marie Davis-Green, Theatre and Dance; Emilie Gray, Organismal Biology and Ecology; Andreea Marinescu, Spanish; Jared Richman, English; and Sanjaya Thakur, Classics. Dean Wong gave highlights of each faculty member and stated that she looks to all these candidates to occupy leadership positions as the college moves forward. She also discussed each candidate's dedication and devotion to the student body.

This past year, the Dean's office has been in the process of hiring 13 tenure track candidates. Dean Wong shared that 11 searches were complete and that an offer was out to the 12<sup>th</sup> candidate. She also reported that Colorado College now offers extraordinary competitive salaries and start-ups and that the college had 1,448 applications for 13 open positions. Dean Wong stated that she and President Tiefenthaler have interviewed over 39 candidates. She closed her report with re-emphasizing her enthusiasm about the people that Colorado College is retaining, promoting and hiring.

### **Faculty Executive Committee (FEC) Chair's Report**

Gail Murphy-Geiss gave the FEC report. She used this time to reflect on the past year and also indicated that this would be her last meeting with the board as FEC chair. Chair Murphy-Geiss echoed several of Dean Wong's sentiments and she discussed that next year the FEC would no longer be doing file reviews and would have more time to talk about other issues. She also reminded trustees that this year faculty governance was pared down but wasn't sure if that would continue for next year. She closed her report by stating that FEC is always trying new things, some of what might work or not, but that overall the important takeaway is that faculty is in a good place.

### **Colorado College Student Government Association (CCSGA) President's Report**

CCSGA President Alejandro Salazar thanked all trustees for their commitment and engagement with Colorado College. He indicated that he was proud of CC and that he did not have any major concerns to discuss. He briefly discussed that students are still interested in the topics of sustainability, diversity and mental health. He also recapped that CCSGA's goal this past year had been on diversity and that he hopes this continues next year.

President Tiefenthaler thanked both Gail Murphy-Geiss and Alejandro Salazar for their leadership and service.

**Break from 9:35 – 9:45 a.m.**

### **Committee Updates**

#### **Buildings, Grounds and Infrastructure**

Chair Heather Carroll gave an update on this committee. The committee has no action items. Chair Carroll reported that Chris Coulter, director of facilities would provide the committee peer institution information regarding each college's status toward carbon neutrality.

#### **Budget and Finance**

Chair Jack Wold stated that there were two main issues to discuss: FY15-16 tuition increase and also the taxable/non-taxable bond issue. Chair Wold thanked trustees for all their hard work in reviewing the tuition issue. He recapped that all discussions this year had been transparent and that there had been two separate open working sessions. In addition, in late January, thirteen trustees attended the Budget Committee meeting in Denver. He asked Senior Vice President for Finance and Administration Robert Moore to give a presentation on a possible 5.3% increase in the comprehensive fee. Chair Wold also reminded trustees that the idea to raise tuition is not because peer institutions are raising their tuitions. He also reminded everyone that the 5.3% increase was the recommendation of the Campus Budget Committee. The board's Budget and Finance Committee recommended that the board approve tuition for the 2015-16 academic year at \$48,576, with a mandatory student activities fee of \$420. For students living on campus, the comprehensive fee will be \$60,210, with a standard double room rate of \$6,547 and the meal plan C rate of \$4,668. The board **moved, seconded and approved** all recommendations of the budget committee.

Chair Wold also discussed the bond issue and reminded trustees that borrowing money would help to bridge the Capital Campaign. He also indicated that gifts and the revenue from the new residential hall on East campus would help to pay off the bond. He recommended that trustees vote to set the amount of the bond, set projects and the provisional approval of obtaining the RFPs. The board supported all of Chair Wold's recommendations.

#### **Governance**

Chair Phil Swan gave the governance committee report. The committee put forth the approval of Jerome DeHerrera '97, Ian Griffis '85, Ryan Haygood '97, Jeff Keller '91, Amy Louis '84 (term to commence in 2016-2017) and John Troubh '79 as new charter trustees and James Lonergan '16 as the new student trustee. The new trustees add geographic, racial and age diversity to the board. Chair Swan recognized that the committee would continue to add more women to the board. The new charter trustees and student trustee were **moved, seconded and approved**.

Also discussed was a proposal for term limits. The term limits allow for trustees to serve only two consecutive 6-year terms prior to a mandatory one year leave from the board. The new term limits also eliminates the age limit of 70. Chair Swan indicated that this would involve a bylaw change and that it's common practice of our peer colleges to have six year terms. Details on the term limits can be found in the Governance Committee minutes. The new term limits were supported by the board and will be voted on electronically in thirty days.

Chair Swan also quickly recapped the open student session and indicated that the first session was a good start on the process of continuing the communication with students. He closed his report by asking trustees to sign and return the annual Conflict of Interest form.

### **Investment**

Trustee Bob Manning gave the investment committee report in Chair Adam Press' absence. There are no action items and the investment committee is comfortable with current allocations. He did report that the investment policy would be amended to enable faster exit from investments. To exit from an investment would not require a full trustee vote, but instead a vote from the Investment Committee Chair, President and Vice President for Finance and Administration. He also reminded trustees that if they wanted to see the detailed financials, that Monticello would provide a report.

### **Strategic Project Team (SPT) Updates**

#### **Library Planning SPT**

Trustee Van Skilling gave an update on the library schematic design. Pfeiffer Partners presented three different flow concepts to the Campus Action Committee, Steering Committee and board SPT. The three concepts – spiral, switchback and rotation were all reviewed. Pfeiffer Partners will be back on campus in March to give a presentation on the ideas behind the interior design of the library and will present to the full board at the June retreat.

#### **Campus Master Plan/Communications SPT**

Trustee Brian Thomson stated that after the thorough final presentation by Atkin Olshin Schade Architects and OLIN Studio to the full board, the Campus Master Plan SPT was ready to propose that the board adopt the Colorado College Master Plan as prepared and presented by Atkin Olshin Shade Architects and OLIN Studio. The approval would include authorization for the SPT and the college administration to make needed editorial corrections to the plan prior to March 31, 2015. He also proposed that the bylaws be amended in order to give the Board Building, Grounds and Infrastructure Committee duties and responsibilities related to the Campus Master Plan including an annual meeting with the Campus DRB to review project implementation over the past year and projects which are planned for the next academic year. In addition, any proposed amendments to the Campus Master Plan shall first be presented and discussed with the Building, Grounds and Infrastructure Committee and then presented to the full board for a vote. Adoption of the Colorado College Master Plan was **moved, seconded and approved**. The bylaw amendments were supported by the board and will be voted on electronically in thirty days.

There was also a brief update on the Communications Master Plan. The plan is still ongoing, albeit a bit behind the original timeline. Vice President for Communications Jane Turnis and Director of Athletics Ken Ralph are in contact with the design company and will keep the board updated on discussions.

#### **Campaign Planning SPT**

Chair Bob Selig gave the campaign planning report. He thanked trustees for their work at the meetings and throughout the year. He gave an update on the feasibility study and the status of the campaign.

**Action Items:**

Tenure and promotion to associate professor for Marie Davis-Green, Theatre and Dance; Emilie Gray, Organismal Biology and Ecology; Andreea Marinescu, Spanish; Jared Richman, English; and Sanjaya Thakur, Classics was **moved, seconded and approved.**

Emeritus status for Richard Storey, retired dean of the college and professor of biology was **moved, seconded and approved.**

Changes to Part Two of the Faculty Handbook pertaining to tenure procedure (VII. B), recruitment procedures (IV. A), denial of tenure (XIII. D. 2) and dismissal of tenured faculty (XIII. D.3). (All changes were approved at the Block 3 and 4 faculty meetings) were **moved, seconded and approved.**

**Executive Session**

The full Board went into executive session at 11:10 a.m. and adjourned approximately 30 minutes later.

Respectfully submitted,

A handwritten signature in cursive script that reads "Susan S. Burghart". The signature is written in black ink and is positioned above the printed name and title.

Susan S. Burghart  
Secretary