PROGRESS ON RECOMMENDATIONS OF 4/23/10
CU Engineering Advisory Council Meeting

The key recommendations of the 4/23/10 meeting of the CU-Boulder Engineering Advisory Council (EAC) are provided below in *italics*, followed by summaries of progress and plans made on these recommendations. This summary report and other EAC information may also be found at http://engineering.colorado.edu/overview/advisory_boards.htm.

**General Discussion:** Recommendations during the general “good-to-great” discussion include:

1) *Bolster CU Engineering participation in RASEI (Renewable and Sustainable Energy Institute), and develop strong ties with NREL (National Renewable Energy Laboratory) and the planned ConocoPhillips technology and learning center nearby.*
2) *Weave together college strengths in energy, globalization, and Engineering for Developing Communities, including a focus on low-cost, sustainable water and energy for underdeveloped countries.*
3) *Develop a consistent message with mass-market appeal, including materials to send schools and reporters.*
4) *Provide more scholarships.*
5) *For the next EAC agenda, include fewer topics and more dialogue, and ask for an update by the Chief Financial Officer.*

**Progress and Plans:** Our college played a major role in RASEI’s preparation of a $122-million proposal for a U.S. Department of Energy solar hub, with NREL and ConocoPhillips as major partners. Although the award went to a California team, some of the ideas generated for the RASEI proposal will be pursued via other routes. Weaving together college strengths related to sustainability will be a major discussion item at the 9/24/10 EAC meeting. The meeting will be structured for more dialogue, and an update by Ric Porreca (CFO) is included in the agenda. A mass-marketing plan is under development and will be implemented this academic year, with one component aimed at student recruitment and another thrust aimed at reputational rankings. Finally, we have continued to increase the amount of engineering scholarships awarded (from $1.2 million in FY07 to $1.5 million in FY10), despite the decline in endowment values, in part by supplementing private gift funds with college general funds. A significant recommendation of the July 2010 retreat of the EAC Inclusive Excellence Committee and BOLD Advisory Committee is to substantially increase scholarship fundraising to improve recruitment of diverse and talented students, which meshes well with our campaign priorities.

**Education Committee:** A task force is examining improvements in the first-year experience. The Honors Program has had great success and leadership, but discipline-specific honors courses are lacking. A multidisciplinary honors course in the sophomore/junior year is recommended, perhaps in the area of leadership and ethics with leveraging of E-ship (Engineering Entrepreneurship) and a new leadership seminar. The E-ship program was endorsed, with a recommendation to seek endowment support.

**Progress and Plans:** The first-year task force has focused for the past few months on (i) replacing the previous policy on enrollment limits with a new enrollment-management strategy that does not disadvantage open-option students and those seeking to change majors and (ii) a new Introduction to Engineering course for all entering freshmen. A new course for the Honors Program will be considered during the 2010-11 academic year, and a leadership seminar will be introduced in late Fall 2010. The Eship Program has been revised under new leadership, and a long-term plan will be established after a review in Spring 2011.
**Inclusive Excellence Committee:** We made good progress this year, but still have a long way to the goals of 50:50 gender parity and 33% underrepresented-minority participation. Currently, 21% of our undergraduates are women, and 8% are underrepresented minorities. It is recommended that a Summer 2010 retreat be held, to create a 10-year plan for inclusion. Also, since studies show that grants/scholarships versus loans increase minority graduation, an EAC-driven endowment for need-based scholarships is recommended.

**Progress and Plans:** Towards our College goal of gender parity and 33% minority undergraduate student participation in 10 years, the BOLD team – in tandem with the EAC Inclusive Excellence Committee, the BOLD Advisory Council (BAC) and several members from the College’s Diversity Action Committee (DAC) – conducted a two-day retreat in July 2010 to focus on refining the diversity mission and vision for the College.

A **driving force of size and growth** was delineated as the overarching priority for BOLD investments and actions. Significant progress was made toward defining the 10-year plan, with an interim three-year goal defined as 35% female and 17% underrepresented minority (URM) participation in the Fall 2013 first-year cohort. In addition, we seek performance and retention through senior year for minority students and women to be indistinguishable from the majority male population within five years. Analysis during the July 2010 retreat led to the consensus that almost all women and URM access (pre-college) and recruiting tactics that consume significant staff resources should be focused on students living within 90 miles of Boulder, as most such students who have matriculated over the past several live in that zone. The need for more scholarships was discussed at the retreat, and a fund-raising strategy is to be prepared by February 2011.

Positive results towards meeting the strategic goals include:

- **Access:** after persistently recruiting an average of only 7.6% URM students in the first-year cohort for many years, the College is expecting the Fall 2010 cohort to be 12.5% URM students – a 60% increase! And, we expect another record year for women. The GoldShirt first-year cohort was doubled for Fall 2010 to 32 students.
- **Retention:** for the first time in many years, URM students were under-represented on the May 2010 probation list. And, the pilot GoldShirt cohort finished their first year with an average GPA of 3.2, with all but one student being eligible for renewal of their GoldShirt scholarships.
- **Performance:** reversing a several-year decline in URM GPA performance, the gap between URM and majority students graduating in 2009-10 closed dramatically.

**Operations Committee:** CU Engineering has substantial space needs, due to growth in enrollments (+10% undergraduates and +20% graduate students over the past three years) and research (+66% grant funding in the past three years). It is recommended that the campus complete the entire Biotechnology Building as quickly as possible and that classroom and office space in the old Fleming Law building be made available in the next few months. The EAC leadership will write a letter to Chancellor DiStefano on this subject. It was also noted that retirement incentives have been very successful, which provide opportunities for strategic reallocation.

**Progress and Plans:** A letter was sent from the EAC Chair and Vice Chair to Chancellor DiStefano shortly after the 4/23/10 EAC meeting. We are pleased to report that (i) a decision has been made to both shell and finish the 4th wing of the Biotechnology Building in the current, favorable construction climate and (ii) over 10,000 square feet in the old Fleming Law Building has been assigned to the College of Engineering and Applied Science, effective the Fall 2010 semester.

**Partnership Committee:** The concept of a Technology Venture Fund based on co-investment opportunities in CU spinoff companies was endorsed by the committee. It is recommended that CU move forward with this concept. The discussion of a proposed Engineering Leadership Program led to the recommendation that an Engineering Leadership Certificate be created, which draws upon and integrates existing programs (E-ship, Honors, International Engineering, etc.) and uses faculty and EAC members to recruit mentors.
Progress and Plans: The CO-Invest Fund (as it is now called) was presented by David Allen to the CU Foundation Board, and received a positive response at the first reading. After more in-depth discussion, a resolution will be presented for formal approval to the CU Foundation Board at a future meeting. A description of an Engineering Leadership Certificate was developed over the summer and reviewed by the Partnership Committee. It will be finalized at the 9/24/10 EAC meeting and then submitted for college and campus approvals. It is expected to be launched in late Fall 2010.

Research Committee: Research is going well, with new grants at $58 million this past year, up 35% over the prior college record. The Research Committee and entire EAC would like to be more engaged and help increase research in the College. It is recommended that an inventory of college research expertise and EAC contacts/interests be made, and then a strategy be put in place to provide briefings and mesh these interests. The Washington, D.C. strategy of Marty Dunn, which includes his frequent travel to the area to meet with federal program managers and CU's federal-relations team, was endorsed. It is recommended that this strategy continue to be assessed and improved.

Progress and Plans: We are pleased to report that a record $66 million in new grant awards was received by the College in fiscal-year 2010 (7/1/09-6/30/10), representing a gain of more than 50% in just two years. During the summer, considerable progress was made in developing a research “portfolio” consisting of a set of professional materials on the College, departments, and centers, with individual faculty and specialty areas to be added this fall. Examples will be provided to the EAC Research Committee in time for the 9/24/2010 meeting. In addition, the Washington, D.C. strategy of Associate Dean Marty Dunn will be expanded during the 2010-11 academic year by establishing a Research Advancement Council of senior faculty members who will visit agencies on behalf of the College.

Resource Development Committee: The CU campaign is behind due to the economy, and the college campaign goal has been reduced to $75 million. The College expects to raise about $5 million in FY10, which is close to totals in recent years. The EAC recommends an FY11 goal of $8-10 million, which is lower than the prior $11 million goal. The Dean’s Club, in its second year, has already achieved more members (68) and funds ($170K) than last year. Among the 40 EAC members, 17 have joined the Dean’s Club so far in FY10 (which ends 6/30/2010), and the committee recommends all EAC members join the Dean’s Club (requiring a $1000 donation to the CU Engineering Dean’s Fund for Excellence). The Biotechnology Building is under construction. About $850K has been raised toward the $10 million goal that is specific to Chemical and Biological Engineering, with several proposals pending. Additional prospective donors and naming opportunities were recommended. The Senior Class Gift had less than 3% participation; simple/modern ways to give (text messaging, Facebook) are recommended.

Progress and Plans: $5.3 million in private gifts through the CU Foundation were raised for the College in FY10, compared to $5.4 million the year before. An FY11 official goal of $6 million has been set, though we plan to pursue a “stretch” goal of $11 million that will depend on 1-2 very large gifts. A major focus of fundraising in FY11 and FY12 will be the Biotechnology Building, especially given the recent decision to proceed with completion of the 4th wing of this building. The Dean’s club saw growth of 34% in membership (from 62 to 83) and 42% in donation total (from $146,286 to $208,385) in FY10 over FY09. Among the 40 EAC members in FY10, 22 joined the Dean’s Club. Revised planning for the Senior Class Gift will take place prior to the next launch in the Spring 2011 semester. Finally, we are pleased that Julie Karbula joined us as the Senior Director of Development in June 2010.

Robert H. Davis 9/8/2010