

**Summary and Recommendations from the 4/20/07  
Meeting of the Engineering Advisory Council  
Robert H. Davis, Dean**

**College of Engineering and Applied Science  
University of Colorado at Boulder**

This report summarizes the key findings and recommendations of the Engineering Advisory Council (EAC) meeting on 20 April 2007. Presentation slides are archived at:  
[http://engineering.colorado.edu/overview/advisory\\_boards.htm](http://engineering.colorado.edu/overview/advisory_boards.htm).

**1. Introductions & Announcements**

EAC Chair Peter Mannetti welcomed new members: Dereje Agonafer (U. Texas Arlington), Stephen Dunn (Romar Co.), and Joe Negler (IBM retired and entrepreneur). He also previewed new members who will join us at the next meeting: Joanne Maguire (Lockheed Martin) and Mike Wirth (Chevron). Dean Rob Davis introduced Carrie Goldin (new Director of Alumni Relations for the College) and Art Dawson (new Asst. VP for Development for Biotechnology with the CU Foundation, Director of Industry Partnerships with the College, and former EAC Chair). He also congratulated the following EAC members for awards and promotions: Scott Donnelly and Pam Drew (CU Distinguished Engineering Alumni Awards), Nan Joesten (U.C. Berkeley Foundation Trustees' Citation), Ray Kolibaba (promotion to VP of Systems Development Operations at Northrop Grumman), Kristy Schloss (Chair of the Board of the Denver Branch of the Federal Reserve Bank of Kansas City and Chair of the Rocky Mountain District Export Council), and Jill Tietjen (U.Va Distinguished Alumna).

**2. Campus Strategic Planning and Discussion**

Chancellor Bud Peterson gave a presentation on CU-Boulder as Colorado's flagship university and on its strategic planning process. Some key points are:

- Freshman applications are up 12% for next year, with enrollment targeted at 5600 (same as this year)
- EAC members can help spread the word on the economic impact of CU-Boulder (7200 jobs, \$450M payroll, \$17 generated for each \$1 of state funds, six startup companies formed last year)
- CU-Boulder's resident tuition is 2<sup>nd</sup>-lowest among AAU public universities, and its state funding per student is the lowest (only 25% of average)
- Private fundraising for the CU system has already passed the goal for this year.
- Strategic planning initiative is aimed at the year 2030 and includes considerations such as international experiences for all students; a first draft of the report is expected in May 2007, and input from constituents will be sought prior to when the plan is finalized in November 2007 – For more information, see <http://www.colorado.edu/chancellor/flagship2030/>
- The Chancellor is very high on biotechnology, representing a marriage of great science and engineering; however, the request to the state for partial funding of the design phase of the biotechnology building will likely not make the cut this year, and so CU will explore alternative ways to initiate the project (e.g., CU use its own funding, delay the project a year, or do a design/build with the educational component segmented out)
- The college-age population is projected to continue to grow in Colorado, and the Chancellor wants to grow the graduate program but not the undergraduate program at CU-Boulder

**3. Investment in CU-Engineering**

Dean Rob Davis gave an update on the Investment in CU-Engineering (I-CUE) initiative being undertaken in FY07 and FY08 to promote excellence in education and research through investment in strategic initiatives. He reported that the College has allocated \$1.5M over two years for initiatives in K-12 partnerships, energy, materials, and space. A first round of decisions

on campus funding includes new faculty lines in space and materials, two graduate assistantships, and a staff line for grant support. Private fundraising for I-CUE totals about \$700K to-date, primarily for undergraduate scholarships, earn-learn apprenticeships, and graduate and faculty fellowships.

Students Brittany Joseph (undergraduate) and Chris Bonilha (graduate) shared their experiences with K-12 outreach to schools in Lafayette, CO through the Technology and Engineering to Advance Math and Science (TEAMS) program. This program is part of the K-12 partnerships led by the Integrated Teaching and Learning Laboratory (ITLL) and partially funded by I-CUE. Chris is a graduate fellow with TEAMS, and Brittany is working in the Lafayette elementary school where she attended. Dereje Agonafer made the following recommendation:

- *Look at the “Nano-Express” program at Howard University*

Finally, EAC Chair Peter Mannetti made an appeal for all EAC members to dig a little deeper and support the I-CUE program at a level beyond their regular giving, especially by giving to the 2007 EAC Scholarship Endowment, which will support students coming to our college from the I-CUE partner high schools in Lafayette (Centaurus Pre-Engineering Academy) and Denver (Denver School of Science and Technology). Prior to the EAC meeting, 22 EAC members had committed a total of \$182K to I-CUE, including \$54K for the pooled scholarship endowment. The 2007 EAC Scholarship will be among the largest and most prestigious scholarships awarded by the College, and will be endowed in perpetuity.

#### **4. Biotechnology Initiative and Building**

Leslie Leinwand, Marsico Endowed Chair and Professor of MCD Biology and Faculty Director of the Colorado Initiative in Molecular Biotechnology (CIMB), presented an overview of the biotechnology initiative, including history, interdisciplinary cooperation, faculty hiring, and distinguishing research on biomarkers, tissue engineering, and pharmacogenetics for improved human health. Rob Davis provided an update on the planned biotechnology building. It will be over 260,000 gross square feet, house three major groups (CIMB, Chemical & Biological Engineering, and Biochemistry) and over 500 graduate students and postdocs, and facilitate courses and undergraduate research. It will focus on transformational discoveries in both health care and energy, transforming how research and education are done and translating findings to industry and clinical practice. The approved Program Plan includes a construction cost of \$113 million, to be shared among campus funding, indirect cost recovery from research grants, state funds, and private funds. Art Dawson then described plans for private fundraising, noting that dinners are being held with potential 7- or 8-figure donors. He said that the Chancellor has been meeting individually with prospective lead donors.

The ensuing discussion included the following recommendations:

- *Form an advisory board, including industry representatives*
- *Involve all undergraduates in research*
- *Articulate what differentiates the CU biotechnology initiative from others*
- *Make a sales pitch on how a donation to the biotechnology building facilitates a concept*

#### **5. Colorado Center for Biorefining and Biofuels**

During lunch, Assistant Professor Will Medlin of Chemical and Biological Engineering presented an overview of the Colorado Center for Biorefining and Biofuels (C2B2), a new research center related to our I-CUE energy initiative. It has been formed in cooperation with CSU, CSM and NREL, and is funded by both large and small corporate sponsors. His talk was followed by a presentation by Chris Perkins, who recently finished his PhD in Chemical Engineering with Professor Al Weimer (Executive Director of C2B2). Chris is President and CTO of Copernican Energy, a startup company seeking to commercialize solar-thermal conversion of biomass into fuels and chemicals, based on his PhD research.

## 6. Subcommittee Meetings

After lunch, the three subcommittees met, and reports from the subcommittees were made later in the afternoon and summarized below.

### 6.1 Education and Outreach Committee (EOC)

*EAC participants:* Jean Becker, Dan Hernandez, Mike Herriage, Peter Mannetti, Kristy Schloss, Jim Voss, Roger Zimmerman

*CU participants:* John Bennett, Janet DeGrazia, Scot Douglass, Bev Louie, Terry Mayes, Anthea Johnson-Rooen, Lelei Finau-Starkey, Diane Sieber, Mary Steiner

- 1) The committee convened and asked Jean Becker to continue as Chair until such time as her pending relocation made this difficult, after which Kristy Schloss has agreed to take the helm.
- 2) The committee reviewed progress on actions recommended at the Fall 2006 EAC meeting.
- 3) The committee reviewed recent progress and activities related to education, recruiting and outreach.
- 4) The committee focused its discussion in four areas: the Honors Program, the Engineering Fellows Program, the College's relationship to DSST and Centaurus High Schools, and the Rural Engineering Program. These discussions are summarized below.

#### *Honors Program:*

The committee received an update from Scot Douglass, the Faculty Director of the Honors Program (EHP). The following outline summarizes that discussion.

- Primary Goals of the Engineering Honors Program
  - Recruiting vehicle
  - Create future engineering leaders
- Emphasis on Community
  - Hallett Hall Residential Component
    - All first-year honors students will be required to live together in community in a reserved/designated section of Hallett Hall
    - The RA will be a student, Eric Benzel, currently a first-year honors student
    - Mentoring group with freshmen, sophomores, and faculty member
  - Campus Vision 2030
    - Change culture of residential life on campus to approximate the Oxford and Rice model of residential "colleges"
    - Four-dorm Kittredge Complex is being renovated between now and 2011
    - EHP occupying Andrews Hall in Fall 2009, International Studies Program, Arts and Sciences, and one more TBD (possibly pre-professional: law and medical)
    - Residential faculty, specialized classrooms, study spaces, space for about 200 - 220 students, single and duplex rooms for upper-division students
- Fall 2007 EHP Applications
  - 4/8/07 sent out 52 invitations for the 40 - 44 available spots (up from 22 in Fall 2006)
  - As of 4/20/2007: 23 replies, including 21 yes
  - 6 of the "yeses" had not previously committed to CU, indicating the EHP is having the desired impact on the recruiting of top students.

- Target of 70 students for Fall 2009
- Results of Pilot Senior Honors Theses in AY 2006-2007
  - Five in Chemical Engineering and interdisciplinary
  - Judged to be excellent work by involved faculty
- Current Programmatic Progress and Concerns
  - Challenges to integrate the curricular component of the Honors Program into existing departmental curricula and resources
  - Desire to include a significant international component within the EHP is potentially in tension with normal rate of academic progress for EHP students
- A draft of a survey to be sent to EAC members was discussed
  - What are the most important needs for these students?
  - Want feedback from practicing engineers
  - Committee members to provide additional questions
  - Send out to entire EAC electronically
- Webpage
  - <http://engineering.colorado.edu/honors>

*Engineering Fellows Program:*

The committee received a brief update from John Bennett, the Faculty Director of the Fellows Program. The Engineering Fellows are a select group of academically successful, service-oriented undergraduate students of the College who seek to promote academic excellence of the College through peer academic support. The Fellows provide academic assistance to college members. This assistance usually consists of one or more of the following activities:

- Organized study sessions for difficult, and typically large, courses
- Informal help with homework and other course material
- Scheduled time when fellows are simply available to provide general academic advice and assistance

Fellows of the College do not receive monetary compensation for their service; however, Fellows are recognized at graduation with a distinguishing stole. Engineering Fellows regularly conduct instructional study sessions that are intended to reduce complex concepts to essential ideas and to demonstrate how those principles interrelate within the context of the class. Their primary goal is to clarify the ideas and concepts conveyed in class, and to help solidify these basic principles into a coherent body of knowledge. Fellows also seek to highlight those concepts that will be most applicable in future courses and to facilitate collaborative learning among students. Fellows will in general have course-specific knowledge of the courses under their purview. Ideally, they will have taken the same class from the same instructor. Engineering Fellows also act as peer advisors and mentors, providing practical advice that is based upon their personal experience, judgment and training. For more information, visit the Engineering Fellows web site: <http://fellows.colorado.edu>.

*Planning for Fall 2007 Industry Night:*

- This event will occur on 10/18/07, the evening before the Fall EAC meeting, prior to dessert at the Davis home
- High-level representatives from respective companies will be invited, along with EAC members
- We will arrange to exchange pictures and bios prior to event - need bio (interesting to students) and picture from each EAC member
- Upper-class honors students and fellows along with some number of lower classpersons

The committee discussed the need for a separate industry event in the spring for MEP and WIEP groups.

**EAC Members: Please plan to arrive early enough the day before EAC meetings to attend these early evening events.**

### *DSST/Centaurus Relationships:*

The committee discussed its relationship to area high schools, focusing particularly on DSST and Centaurus. These schools are of interest because the Denver School of Science and Technology has a rigorous curriculum and a diverse student body, while Centaurus also has a diverse student body and a Pre-Engineering Academy (PEA) program developed in collaboration with CU Engineering. The following outline summarizes that discussion.

### **Centaurus**

- Scholarships: Four-year renewable merit scholarships of \$2,000 per year awarded to four 2007 graduates
- TEAMS: Graduate Teaching Fellows continue to create TeachEngineering lessons and activities on many topics
- Academic Preparation: Jackie Sullivan met with Centaurus to improve academic preparation in grades 9 – 12, requiring six hard courses per semester in addition to conducting math pretests for all incoming CEAS students
- Payoff
  - 29 seniors in the PEA Senior Design Class
  - 23 Centaurus students applied to the College, including 20 from the PEA
  - 17 of the 23 were admitted to the College and 16 have confirmed their attendance (including all 14 PEA students admitted)

### **DSST**

- Engineering Courses Taught at DSST
  - Two chemical engineering PhD students began teaching a new ninth-grade spring engineering elective
  - ITL began co-teaching a new junior level engineering technical elective on the topic of engineering, space, and spectroscopy
- On-campus Visit
  - March 9: 26 DSST juniors - Dorm lunch, tours of Space Grant, JavaGama, and research labs
  - April 10 and 11 visit for entire 9th grade class student panel and GPS Levee Building activities
- Internship Program - Nine interns in 3 trimesters hosted by CAES faculty
- Payoff
  - DSST seniors (approx. 90 students) have choice between Engineering/Advanced Physics or Life Sciences
    - 2/3 (~60) selected engineering/physical science route
    - 27 of these 60 have elected to do for their Senior projects in engineering
  - ITLL survey data from DSST juniors who visited campus - 69% answered “Yes” to, “Did your visit to CU-Boulder help you imagine yourself attending here?”

### *Rural Engineering Program:*

Over the last three years, the College has developed and obtained pilot funding for a program to help create a path of opportunity and challenge for rural Colorado students that begins in the K-12 classroom, transitions through two years of undergraduate preparatory study at a local state or community college, and culminates with completion of a Bachelor of Science in an engineering discipline at the University of Colorado at Boulder. This program is distinguished by (1) the active participation of CU undergraduate engineering students who serve as role models, mentors, and as content enrichment specialists in the classroom; (2) the creation of pre-engineering academies in rural high schools; (3) the establishment of transfer agreements that guarantee admission to CU Boulder Engineering and Applied Science for students who meet well-defined academic standards; (4) the establishment of merit-based scholarship funds for students who significantly exceed these academic standards; and (5) the active long-term commitment and engagement necessary for the project to succeed. A primary goal of this program is the creation of a culture of academic excellence among motivated students in rural Colorado.

Over \$350K has been raised to support the implementation of this program. The Western Colorado Math and Science Center has agreed to serve as the host agency for CU students in Grand Junction. The Committee discussed an "RFP" from Mesa State College to deliver a 4-year accredited engineering degree in Grand Junction. The consensus of the committee is that the "2+2" model was the best way to develop a pipeline of students from the Western Slope interested in engineering. This approach is what will be proposed to Mesa State.

*Summary of Recommendations and Follow-up:*

- *The MEP and WIEP spring event will be planned at the Fall EAC meeting*
- *EAC Members are sought who are willing to speak to the MEP Leadership class*
- *All incoming engineering freshmen will be required to take an online calculus pretest; those students who score below a certain threshold will be advised to take the 2 semester Calculus I class*
- *At the Fall EAC meeting, the EOC will take up the topic "Is there a need for biology as a core class for all engineering?"*
- *A survey of EAC members about the Honors Program is to be sent out electronically*
- *Pilot Rural Engineering Program and propose 2 + 2 program to Mesa State*

**6.2 Research and Corporate/Government Relations Committee (RCRC)**

*EAC participants:* Dereje Agonafer, Kevin Coyne, Scott Donnelly (Chair), Pam Drew (Vice Chair), Ray Kolibaba, Bob Krebs, Merc Mercure, Geoff Slaff

*CU participants:* Victor Bright (CU Facilitator), Carlos Felippa, Lynne Lyons, Ted Randolph, Hollie Stevenson, Stein Sture, Kate Tallman, Ted Weverka, Yunping Xi

Victor Bright presented a brief review of recent progress made on the prior meeting's recommendations. He then gave a college research update on the numbers of proposals and awards for the period of July-March 2007. This period is through the end of the third fiscal quarter for the year. The number of proposals submitted was 382 (478 in all of FY06) totaling request of \$136.8M (\$137M in all of FY06), amount awarded from grants and contracts was \$27.6M (\$34.8M in all of FY 06), and amount from industry projects was \$5.3M (\$6.7M in all of FY06). These numbers indicate that the college research is healthy and making a rebound over the previous fiscal year. The RCRC members asked that for the Fall 2007 meeting they would like to see research money breakdown by funding agencies and possible by industry sectors for the Fiscal Year 2007. Victor also briefly presented the summary of discussions by Dean Davis with 16 other engineering schools deans on the question of federal advocacy. The results of this survey indicate that several models are in use, from a campus-wide representative or lobbyist spending time in DC, to having a special position of Associate Dean for Special Projects at the college level, to simply using the model currently in existence at CU-Boulder where the Vice Chancellor for Research and Associate Dean for Research share the duties of working with the funding agencies.

Kate Tallman, of the CU-Boulder's Tech Transfer Office, presented an update on TTO's IP-induced sponsored research for the fiscal years 2003 through 2006. She also presented the breakdown for Boulder campus total research figures for FY 2005-2006. The IP-induced sponsored research as a % of industrial sponsored research on campus was 26%. Kate also introduced Ted Weverka as the new Licensing Associate for UCB/UCCS. Part of Ted's job is to be a point of contact for the CEAS. Much of the discussion that followed was on how the University needs to take a more proactive role and market itself and the technologies it has to offer. Comments were made again that IP should be considered as a competitive advantage in recruiting companies to participate in the University's research programs. Kate indicated that marketing IP is not currently part of the TTO's mission. The RCRC members expressed ideas that students should be more involved in filling IP, be more current with the state-of-the-art in their research by doing patent searches. Stein Sture brought up an idea of a college-wide research symposium/industry days, invite industry liaisons, and use this event as a marketing tool for the

college. The RCRC felt that it was a very good idea if organized well. The RCRC members also suggested that the Vice Chancellor for Research should work with the Chancellor and the CU President's Office to determine how best to market the University's IP and who should be accountable for the IP marketing. The problem was perceived as university wide and not just CEAS. The University should make every effort to put the CEAS/University on the industry 'preferred' lists for recruiting. The RCRC suggested that a survey be conducted how other universities market IP and that possibly the Business School need be enlisted to help.

Hollie Stevenson and Lynne Lyons of the CU System's Office of State and Federal Government Relations presented an update on NSF and NASA funding levels for the CU system, competitiveness legislation tracking and the appropriations requests for the CU's Renewable and Sustainable Energy Initiative (\$1.5M) and the Center for the Study and Prevention of Violence (\$1M). The RCRC expressed concern that only these two financially relatively small efforts have been pursued for the entire CU system. More aggressive action on behalf of different CU campuses has been suggested. Hollie and Lynne then passed around results of a survey from their office of 7 other universities on how peer academic federal relations offices handle federal agency outreach. The results indicated that VP for Research or Vice Chancellor for Research at the campus level is responsible for agency outreach. Sometimes a consult or a government relations officer is employed at the campus level for the purpose of agency outreach and reports directly to the VP for Research or the VCR. Scott Donnelly then gave an update on the results of the RCRC meeting earlier in the day with the Chancellor Peterson, Provost DiStefano, and Dean Davis regarding the federal advocate position for the CEAS. He reported that the Chancellor tentatively agreed to this position for the College, but requested that the RCRC is actively involved in the job definition and recruitment of the right candidates. The discussion that followed was on the specifics of this job, namely visiting individual program managers at funding agencies with focus on CEAS and not broader-scale lobbying on behalf of CU campus or system. It was agreed that the college leadership together with the campus administration and RCRC should outline the new job description. Holly Stevenson then agreed to work with the Chancellor, Provost, and the Dean of the CEAS to make sure that the role of the federal advocate for the CEAS is complementary yet distinct to the CU system-wide federal relations office efforts.

An election was held for the new chair and vice chair for the RCRC for the next two years. Pam Drew was elected as the Chair, and Ray Kolibaba was elected as the Vice Chair.

In summary, action items and recommendations from the subcommittee include:

- *TTO and the College need to consider how and who should market IP - discussion with campus administration on this topic is encouraged*
- *RCRC members will help with job definition and skill requirements for the federal advocate position for the college and will help identify right candidates for the job*
- *Provide breakdown of research grants by source at the Fall 2007 EAC meeting*

### **6.3 Resource Development Committee (RDC)**

*EAC/RDC Participants:* Bruce Buckland, Steve Dunn, Paul Hamilton, Gary Jacobs, Nan Joesten, Jim McAnally, Joe Negler (Meeting Chair, Co-Facilitator), Dave Richmond, Al Sanders, Jill Tietjen

*CU/CUF Participants:* Rob Davis, Art Dawson, John Mabley (Co-Facilitator), Dorea Atwood, Carrie Goldin, John Quigley, Ann Scott, Pat Sullivan, JoAnn Zelasko

#### *Introductions*

Carrie Goldin was introduced by Joe Negler as the new Alumni Relations Director for the College of Engineering and Applied Science.

### *Development Updates*

John Mabley provided updates on special activities of the development staff: Dorea Atwood worked with a designer to produce the ad and accompanying return postcard that appeared in the "CU Engineering" magazine for 2007; John Quigley was inducted into the Foundation's "Million Dollar Club" as the result of closing a planned gift for \$800,000; Ann Scott discussed plans for the 50th reunion luncheon for engineering alumni on 5/10/07; and Pat Sullivan provided an update on the Rural Engineering Education program, which will start in Fall 2007 with nearly \$400K raised. John Mabley handed out copies of the results of an April 2006 survey of RDC members in which members were asked about the level of involvement in fundraising in which they were interested.

### *Systems Biotechnology*

Art Dawson described current fundraising efforts for the Biotech Building. There have been two dinners in the Denver area, involving CU President Hank Brown, CU-Boulder Chancellor Bud Peterson, Professors Tom Cech and Leslie Leinwand, and key donors and friends. A multi-million dollar gift from that group might possibly be received by calendar year end. Art said plans are in the works for events in New York, Silicon Valley, Houston, Seattle, Washington, DC, and Philadelphia. Art also noted that the Howard Hughes Medical Institute has been approached about funding for the building, to support labs of its four investigators at CU.

Art suggested that the RDC members could help by suggesting potential donors to the biotech initiative and attending or hosting fundraising events. John Quigley asked a question about whether there were plans for raising funds for the building versus for the programs which will take place in the building, and how those programs would differ from programs at the CU Health Sciences Center. Art explained that efforts are now underway to define the differences in the programs in a Memorandum of Understanding prepared by CU Vice President Michael Poliakoff.

### *CU System Campaign Preparation*

John Mabley presented a summary and analysis of a recent survey of CU leaders, alums and potential donors in preparation for the upcoming system-wide major fundraising campaign. The survey was conducted by Steve Moise, Senior Vice President of Development for the University of Colorado Foundation and Enid Ablowitz, Vice President of Development, also from the Foundation. Issues that emerged from the survey included needs for:

- The campaign to address the complexities of the three campuses of the University
- Completion of the search for the next CU president
- The University and the Foundation to share a common perspective

John said that campaign planning was underway, and that the public announcement of the campaign would likely occur in 2009.

Gary Jacobs asked John Mabley if the Foundation had identified who the major prospects for the campaign were and what the goal would be. John described the general process for campaigns and suggested that the magnitude of the goal would be derived from the silent phase of the campaign based on contact with the primary prospects, and that the goal would be determined in 2008, ahead of the public announcement of the campaign.

### *I-CUE*

Joe Negler led a discussion of the I-CUE initiative. In the context of the upcoming system-wide campaign, this campaign was described as an "in between" effort to raise funds, with one-and-a-half years remaining to close and with a tentative goal of \$1.5 million, which is a doubling of the current amount raised. Fundraising efforts will end by June 2008, though donors have through 2009 to pay off I-CUE commitments. This campaign has been helped by the college matching provisions.

With over \$700 thousand raised for I-CUE to-date, plans for raising the remaining funds were discussed. John Mabley presented members with a list of the top 500 names derived from the

Foundation's research staff, who had a broader list of 5,000 names. A plan was presented whereby the Dean will write a letter in June to select alumns, establishing the importance of the I-CUE initiatives, on a pilot basis. A second, follow up letter might be written by members of the RDC or development staff, or phone calls might be made, which would involve more personal and personalized endorsements.

Various RDC members volunteered their help in contacting alums on the list. John Quigley noted that the development staff will contact RDC members to ask for their help.

A discussion ensued concerning the usefulness and derivation of the list. Paul Hamilton asked why a letter, which would mention that the campaign was specifically for the College of Engineering and Applied Science, would not be sent to all 20,000-plus alums of the College. It was noted that mass mailings without a personal connection have low returns. Steve Dunn said he would like to have a regional list for San Diego, and he offered to sponsor an event in San Diego that would include some of the beneficiaries of the initiative, including students and faculty. Nan Joesten suggested that, at such an event in the Bay Area, Rob Davis could provide an overview and she could talk about her experiences with an Earn/Learn student she had sponsored.

There was a general discussion of what the goal should be for I-CUE. John Mabley mentioned that the downside of setting the goal too high is the risk of failure and its impact on morale. JoAnn Zelasko suggested that the goal should be based on careful study of the prospects and that perhaps the goal should be \$2 million. Steve Dunn suggested that perhaps a goal was not necessary. Jill Tietjen said that raising this type of funding was very difficult and that she felt the goal should remain at \$1.5 million. Rob Davis also noted that he estimated the college capacity to match I-CUE gifts is about \$500 thousand per year over three years. Bruce Buckland and Paul Hamilton said that the personal appeal from the Dean and the CU match are attractive features of I-CUE, and that we could send out letters in batches until Rob runs out of matching funds.

#### *Earn/Learn and Engineering for Developing Communities Update*

Rob Davis provided an update of the Earn/Learn and Engineering for Developing Communities programs. There have been seventy students each semester in the Earn/Learn program. It is funded primarily from current funds, but there is a goal to endow it at the \$5 million level. The focus for the Engineering for Developing Communities program, which for the last year has been on developing curriculum and securing projects, has switched to increasing the numbers of students participating.

#### *Wrap-Up and Action Items*

Rob noted that closure on the next steps for I-CUE is needed. Specific recommendations include

- *Development team contact each RDC member to ask how s/he might help in screening a subdivided mailing list (e.g., those alumns living in a given region, or those alumns from a particular major and/or graduation year)*
- *A letter from the Dean explaining I-CUE and requesting support should be sent to a pilot list in June, with RDC members and development staff making personal follow-up to those individuals they know/select from the list*
- *Additional mailings to broader lists be sent later in the year, pending response for the first mailing*
- *Consider regional events in support of I-CUE*

## **7. Business Meeting & Wrap-Up**

After a closed session with EAC and RDC members only, Peter Mannetti oversaw the election of new officers. Vern Norviel was elected as EAC Chair, and Scott Donnelly as EAC Vice Chair, for the period 7/1/07 – 6/30/09. For the subcommittees, Jean Becker will continue as Chair and Kristi Schloss as Vice Chair of the EOC, Pam Drew will serve as Chair and Ray Kolibaba as Vice Chair of the RCRC, and Gary Anderson will continue as Chair and Joe Negler as Vice Chair of the RDC.

Rob Davis then recognized the EAC and RDC members whose terms are ending and/or are stepping down this year: Tom Marsh, Jim McAnally, Dave Richmond, Peter Teets, Betty Irvine and Lew Frauenfelder. Their service is highly appreciated, and we hope that they remain fond of the College and engaged in appropriate ways.

As wrap-up, members noted that good progress is being made on prior recommendations and that the College is moving forward. The next EAC meeting is 19 October 2007, and some issues to cover at or before the meeting are

- *Update on I-CUE*
- *Strategic planning for the College of Engineering and Applied Science*
- *Articulation of biotechnology vision and uniqueness*
- *Scaling up of DSST/Lafayette outreach and Honors Program*

*EAC/RDC Attendees: D. Agonafer, J. Becker, B. Buckland, K. Coyne, S. Donnelly, P. Drew, S. Dunn, P. Hamilton, D. Hernandez, M. Herriage, G. Jacobs, N. Joesten, F. Kitson, R. Kolibaba, R. Krebs, P. Mannetti, J. McAnally, M. Mercure, J. Negler, D. Richmond, A. Sanders, K. Schloss, G. Sissel, G. Slaff, J. Tietjen, J. Voss, R. Zimmerman*