

Becoming Great Appendix

EXTRAORDINARY EDUCATION		
Institutional enhancement	Activities	Results
Improved academic resources offered	Expanded first-year orientation (Discoveries), PINS in the Office of Academic Resources	
Enhanced Campus Life	Emphasis on academic honesty and honor code	
Enhanced space capacity through facilities improvement	Chambers, Newman, GSIS renovation and new GSSW at Craig Hall	
Overall improvement of academic programs	gifts and endowments focus on academic programs and scholarships	\$25.4 million for scholarships and academics, \$20 million for College of Law
Curricular Improvements Undergraduate	Daniels core for undergraduates NSM integrating technology ECS shifts to student-centered learning TWC revised mathematics foundation, added Spanish curriculum Ucollege developed new course review for measuring learning outcomes, expanded online instruction and implemented a Master Teacher Program and certificate for faculty development	
Literacy module in 1st year English	Students learn information querying, management and critical thinking	Assessment program in place for 3 years
Graduate	GSIS changed its programs to gear toward professional careers Law Teach Tech faculty group is working to demystify the law learning process	
Increased emphasis on ethics in curriculum Joint program with Business Ethics & Campus Life Daniels College of Business Department of Biological Sciences	Website on ethical dilemmas and decision making- target is business leaders Inclusion of ethics in core curriculum Course in ethics in natural and social sciences	Top 5 for Ethics Ranking by Wall Street Journal
Marsico Initiatives	14 pilot projects, set of values, depth, experiential learning, writing, quantitative reasoning	First-year seminars, DU Discoveries, and approval of writing initiative, including Center and Director
Interview all first-time undergraduate applicants	Hyde Interview with all applicants (3,500) managed by Office of Admission and conducted by office and volunteers from faculty, staff and alumni	Improved incoming student quality at undergraduate level with increased SAT scores, more Boettcher Scholars and Chancellor's Scholars
Branding Initiative (Dept of Marketing and Communications)	Branding initiative establishes expectations of greater rigor and a distinctive mix of character and learning	
Cherrington Global Scholars Language and Literature Certification	In addition to study abroad, CGS has 62 partner sites in 26 countries, at 44 overseas universities Program includes: orientation, assessment, developing connections, emergency planning, travel and follow-up Creation of Language Certificate for CGS participants Criteria geared to target language, creation of portfolio and assessment of skills	353 students participating in 2004-05
Library Collaborative Digitization Program	Serials budget increase Part of library's special collections program has been digitized and made web-accessible	10.5% increase in budget from FY 04 to FY 05
Expansion of Blackboard use Other academic-related technology improvements WebCentral	With laptop requirement for all new undergraduates, programs throughout the University have incorporated Blackboard into classroom use (over 800 courses) Numerous examples includes Digital Media lab renovation for Art and Art History, Chemistry and Biochemistry grants for lab equipment, GIS workstations for Geography lab, and the Library has increased resources available on-line Intranet created for University students, staff and faculty, able to be customized by individual	Improved method for conducting research, meeting course requirements 10,000 log-ons per week
Faculty Seminars and Workshops Conference on Cooperative Learning	New Faculty Workshop Series to introduce new faculty to teaching and learning at DU, first offered in FY 04, reprised in FY 05 Sponsored by Center for Teaching and Learning (CTL) Conference on how to use Cooperative Learning Sponsored by Center for Teaching and Learning (CTL)	Number of registrants tripled from FY 04 to FY 05 More than 100 participants
Scholar-Athlete Model	DU has taken a non-traditional approach to emphasizing the student portion of the student-athlete, and its policies and practices are designed to help athletes thrive as students	Student-athletes retention, GPA and graduation rates have either remained the same or have improved since the switch to Division I. In fact, DU athletes' graduation rates exceed the rate of the DU student body.

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PUBLIC GOOD		
Institutional enhancement	Activities	Results
Internal institutional focus on Public Good	UPAC Public Good Task Force defines what public good means to the institution and how emphasis can be implemented Provost's Conference on Public Good initiated by UPAC Public Good Task Force	
Bridges to the Future	Annual series of public presentations and discussions on germane topics in a post September 11 era, directed by Office of Special Programs	25,000 participants in 18 events
Statewide economic initiative	Colorado Economic Futures Panel managed by Daniels College of Business to assess and recommend improvements in state economic climate	
Opportunity Fund inclusion	Participation in the Colorado Opportunity Fund voucher program for low-income students with State of Colorado legislature	
The Source redesign and expansion	The Source was redesigned by the Department of Marketing and Communications to expand the information provided about and to the DU community. Additional emphasis and circulation targeted to entire DU neighborhood.	
Art and Art History	Creation of the Myhren Gallery at Schwayder Art, and the numerous public art exhibitions held there	
Newman Center events	Array of performances by students, faculty and world-class performance artists offered throughout the year	Cooperation by Lamont School of Music and Division of Intellectual Property and Events utilizes building to its potential
Lunch in the Park	Post-September 11 Lunch on the Green with Middle Eastern cuisine from area restaurants	Chancellor's and Provost's Offices
Cooperation with local businesses	Creation of the University Business Association out of the Office of Business and Financial Affairs	
Creation and implementation of new civically oriented programs	Leadership program for Denver public school principals, the Ritchie Principal Preparation Leadership Program is facilitated by College of Education DU Health Promotion Program Law and Society program preparing people for non-profit work New Master's Degree offered in International Security by Graduate School of International Studies includes courses on homeland security The Graduate School of Social Work's Four Corners distance education program will receive a new home in Craig Hall New course offerings in international disaster psychology	Started with \$200,000 grant from Donnell-Kay foundation Facilitated by DU Student Health Service The Women's College Program coordinated by GSSW Program part of MA at Graduate School of Professional Psychology
Multicultural Community Networking	Ongoing multicultural community networking by the Center for Multicultural Excellence to heighten awareness of multiculturalism at DU	
Service Learning initiatives	Enhanced emphasis on service learning initiatives in curriculum, including Pioneer Leadership Program	\$100,000 in grants to the Faculty and Staff Engagement Scholarship Fund Stimulus for discussions on public good outreach and inspired grant proposals 4 articles submitted for publication One book proposal submitted to publisher One presentation at a national conference 5 local community dialogues In September, the group explored the impacts of the symposium Subcertifications required to be signed by all departmental leadership
Competitive grants program for community engagement	Housed in CSLCE, established a competitive grants program	
Faculty Service Learning Committee	Evaluates new service learning proposals	
Renewed emphasis on civic ethics	Relocation of Center for Civic Ethics in Vice Provost for Grad Studies office	
Center for Civic Learning	Evolution of civic engagement programs by undergraduate and graduate students	
Courses and Research on Ethics	Americorps Program within the Center for Service Learning and Civic Engagement	
Accomplishments	Psychology of Moral Life (Sandra Dixon) Dialogic Ethics and Ethical Culture (Roy Wood and Spoma Jovanovic) Collaborative Processes and Ethical Action (Darrin Hicks) Reasonableness and Rationality in Ethical Choice (Darrin Hicks) Ethical Training for Civic Leadership (Susan Manning)	
Center for Professional Ethics	In May 2004, a one-day symposium was held with physicians, lawyers and health care professionals	
Corporate Governance Policy	VC for Business and Finance initiated and DU Board of Trustees approved governance and financial certification policies for all departments at DU	
Office of Institutional Compliance and Internal Audit	Office created to ensure compliance with established business conduct policies Office reports findings to DU Board of Trustees Audit Committee	Auditor Issah Yakubu hired. Audits of numerous departments conducted
Scholar Athlete emphasis	Emphasis on learning and academic success and athletic success offers a public model of successful athletics in higher education	

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SEARCH FOR KNOWLEDGE		
Institutional enhancement	Activities	Results
Working Group on Ethical Theory	Group meets regularly to foster awareness and expertise on ethical theory	Hiring of Dr. Candace Upton, an ethicist in Philosophy Dept
PROF Fund Established by Provost	Competitive peer review of proposals to increase scholarly activity	\$200,000 in FY 05 base budget and \$300,000 proposed for FY 06 budget
Marsico Initiative	Visiting scholars program in AHSS and NSM Augmented PINS funding	\$195,000 to fund scholars' visits
Office of Technology Transfer	Creation of Office under VP for Graduate Studies and VC for Intellectual Property in 2004 Spur potential patentable discoveries, market ideas	Several new patent applications pending
Community of Excellence Scholars Program	Laid foundation for creation of program with Daniels Scholars, MLK and Native American Scholars	
Increase in base library funding	20% increase in base acquisition budget	
Graduate student support	GTA/GRA support of \$750,000 for student health fees	
Eleanor Roosevelt Institute	Incorporation of ERI into biology program and \$250,000 added in FY 05 budget	
	Increase in research volume from 2001 is 27%, 13% of which is from ERI	
Scholarship in performing and studio arts	\$50,000 in funding	

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DIVERSE AND DYNAMIC COMMUNITY		
Institutional enhancement	Activities	Results
Enrollment Hyde Interview Comprehensive recruitment enrollment plan Analyze strongest predictors of success Review recruitment activities and coordinate with enrollment plan Support broad-based persistence initiatives in light of growing enrollment	Interview all undergraduate applicants to assess and enhance quality of incoming first-year students This plan to prioritize admission goals will be developed by the new Vice Chancellor for Enrollment, Tom Willoughby Analyses were conducted, and regression testing was done on several variables Branding initiative will help position DU solidly with potential applicants earlier in their high school careers. This will be part of a new communications plan that uses a variety of information outlets and students surveys. Initiatives seen as enhancing persistence include: Hyde interviews, Cherrington Global Scholars, programs associated with the Marsico Initiative, and follow-through with the new Student Life strategic plan	Hundreds of faculty, staff and alums volunteer to help improve quality of incoming first-year classes Undergraduate enrollment increase of 28% between 2001 and 2004
Improved internal coordination between administration and faculty Improved diversity in leadership positions	Improved process for involving faculty and staff in leadership appointment process that was learned from the appointment of the President and implemented in the Chancellor process search Appointment of woman dean for Daniels College of Business	
Participate in student engagement survey	In 2003, DU participated in the national student survey for the first time. The report assesses five areas: level of academic challenge, active and collaborative learning, student-faculty interactions, enriching educational experiences and supportive campus environments	DU ranked higher than peer institutions in four of five areas, and is working on improving the supportive campus environment
Greater outreach to community	The Source expands to incorporate information about DU faculty accomplishments, student accomplishments, and university activities affecting the neighborhood	
Copyright and Fair Use Policies established	Adopted by DU Board of Trustees to protect University interests and liability prevention	
New Technology Building WebCentral	State-of-the-art central computing facility improves basic infrastructure Telephone system upgraded, includes new direct 911 link Intranet Portal becoming avenue of choice for internal users	Improved safety and security
Bridges to the Future	Since Sept. 11, 2001, DU has sponsored dozens of community gatherings that has brought together the DU community and the greater Denver and Front Range community to discuss issues confronting the world	
Newman Center for Performing Arts	The Newman Center has brought thousands of visitors to DU student and faculty recitals and concerts and work-class entertainers in Gates Auditorium	
Chambers Center for Advancement of Women	Home for women's groups in Denver community, examples are WEPAN and White House project	
Compensation Survey	The University conducted a comprehensive compensation study in 2001 that created a new compensation structure to ensure positions are competitive with the labor market	Faculty salaries improved vis-à-vis in-state competitors
Provost Luncheon	Engaging topics presented and discussed by University scholars	
Expanded attendance at athletic events Division of Athletics and Recreation Strategic Planning Process Improved Athletic Competitiveness Improved Communication between Athletics and Academics	The Athletics department has held numerous events to which staff, faculty and students were provided special incentives to attend, including prizes Athletics has undertaken a number of processes to attain progress in financial, academic, management and programming areas Athletic teams have improved their winning percentage , and in 2004 exceeded their winning percentage exceeded their conference competitors Faculty concern about student-athlete time management including academic advising, travel issues and involvement in decision-making process	Despite incentives, initiatives fall short of modest expectations Communication through the Provost has helped alleviate faculty concerns about the transition to NCAA Division I, and the Balanced Scorecard process has helped to refine division effectiveness
Multicultural Awareness in Search Committees Conference on Multicultural Excellence In-class diversity training	Fernando Guzman and others have developed a Search Committee Manual and worked with 15 search committees to diversify the candidate pool National Institute on Promoting Multicultural Excellence in the Academy held at DU Upon request, Center for Multicultural Excellence provides diversity training to groups around the University	Numerous participants from top universities attended the gathering
Parking improvements and challenges	increase in number of available parking slots	
University College programs	Enrichment program and relationships with community institutions	