

Implementation Status Report

October 5, 2016

Cluster / Initiative	Leader(s)	Members	Results to Date	Next steps	Consulting Partners
Designing and Developing Knowledge	Corinne Lengsfeld (Provost) (contact person) Seth Masket (AHSS)			<p>Fall: Finalize project/initiative scope with input from faculty. Develop and gather input from faculty on pilot programs where appropriate to demonstrate impact.</p> <p>Winter/Spring: Pilot initial high-impact concepts to develop evidence of success.</p>	
Faculty Talent, Excellence and Diversity	Brent Chrite (DCB) Andrei Kutateladze (NSM) Susan Schulten (AHSS)	Jennifer Hoffman (NSM) Lavita Nadkarni (GSPP) Greg Robbins (AHSS) Naomi Reshotko (AHSS) Bruce Smith (SCOL)	Completed faculty hiring guide focus on inclusivity.	<p>Looking at opportunity/cluster hires and joint appointments at other institutions. Developing a method for receiving input from faculty on these various methodologies.</p> <p>Considering ideas for testing a faculty collaborative space on campus.</p> <p>Consulting with Frank Tuitt to determine what has been started or accomplished in regards to inclusion and diversity from the May 2016 implementation proposal to identify other priority initiatives</p>	

Implementation Status Report

October 5, 2016

Cluster / Initiative	Leader(s)	Members	Results to Date	Next steps	Consulting Partners
Knowledge Bridges Incubator	Shelly Smith-Acuna (GSPP) Corinne Lengsfeld (Provost)	Rebecca Chopp Erica Chenoweth (JKSIS) Susan Korach (MCE)		Identifying existing efforts that are working examples of KBs Gathering templates from other universities regarding how to apply, evaluate and gain support for KBs. Consider general supports/needs to incubate concepts. Arranging a faculty brainstorming session to gather feedback and input	IRISE
- Institute for Social Policy Research	Karen Riley (MCE)	Seth Masket (AHSS) Fred Cheever (SCOL) Rachel Epsein (JKSIS) Gregg Kvistad	Implementation proposal was shared with the team.	Gathering information regarding similar institutes at other schools to refine a proposed scope.	
- DU CARES	Shelly Smith-Acuna (GSPP)	Amanda McBride (GSSW) Sarah Watamura (AHSS)	Prepared working version of detailed concept paper. Developing outline/proposal for what they hope to launch as early as Fall term (staffing, startup, etc.) Two faculty work groups have been established to advance pilots.	Ongoing task force meetings to combine clinics Presentation to local foundation upcoming	

Implementation Status Report

October 5, 2016

Cluster / Initiative	Leader(s)	Members	Results to Date	Next steps	Consulting Partners
<p>- Center for Professional Development</p>	<p>Karen Riley (MCE)</p>	<p>Theresa Ahrens (Comm) Michael McGuire (UCOLL) Philip Tedeschi (GSSW)</p>	<p>Drafted new business plan and RFP</p> <p>Developed website</p> <p>Five successful events in last 3 months servicing 400 professionals.</p> <p>IgniteSTEM to host 175-200 participants</p> <p>SiliconSTEM under preparation</p> <p>StemInstitute II to happen for second time</p>	<p>Focusing efforts to understand GSSW needs</p> <p>Looking to build out program at UCol</p> <p>Definition of a signature event underway</p>	<p>MCE, GSPP, UCol, GSSW</p>
<p>- Knoebel Institute for Healthy Aging</p>	<p>Lotta Granholm (KIHA)</p>	<p>Joe Angleson (NSM) Gareth Eaton (NSM) Leslie Hasche (GSSW) Haluk Ogmen (RSECS)</p>	<p>Executive Director has been hired and key partnerships initiated.</p> <p>M.O.U. with Colorado Neurological Institute has yielded over 50 internships for DU students in just one year.</p> <p>Moved into new space.</p> <p>Pioneer Symposium theme of Healthy Aging was great success more than 200 participants and a plenary talk from Pres. of Alzhiemers Association</p> <p>Philanthropy solicited and team science grants (in progress).</p> <p>Strategic plan, vision and mission statement are finished.</p>	<p>Surveying what is going on campus in aging that is not well connected with the institute and could benift from the connection</p> <p>Working to establish measures for success</p> <p>Ongoing relationship building activities with Colorado Joint Replacement, Denver Health and National Jewish</p>	<p>Colorado Neurological Institute</p> <p>KIHA Strategic Advisory Group</p> <p>KIHA Dean's Advisory Group</p>

Implementation Status Report

October 5, 2016

Cluster / Initiative	Leader(s)	Members	Results to Date	Next steps	Consulting Partners
<p>- Institute for the Study of Freedom, Opportunity and Inclusivity</p>	<p>Lili Rodriguez (CLIE) Frank Tuitt (ODI)</p>	<p>Sarah Pessin (AHSS) Tom Romero (SCOL) Maria Salazar (MCE), <i>starting January</i> Billy Stratton (AHSS)</p>	<p>Definition of scope: Our Institute, to complement some of the others being designed, is seeking to contribute to four main pillars:</p> <p>Teaching and Curriculum Policy (state, national, international) Training, Development, Consultation, Research and Scholarship</p>	<p>1. Currently building a pilot proposal to build an institute with a focus on inequities and advancing social change. Pilot would spend a year investigating what such a space would and should provide by bringing a group of scholars, activists, and practitioners together in the Spring. They could articulate the skills and support those on the front lines need, the infrastructure necessary to support those needs, and to facilitate social change at the community and policy level. We are currently developing the invitation list.</p> <p>2. Seeking feedback on proposal from DU scholar-activist community</p>	

Implementation Status Report

October 5, 2016

Cluster / Initiative	Leader(s)	Members	Results to Date	Next steps	Consulting Partners
<p>Research, Scholarship and Creative Work</p>	<p>Corinne Lengsfeld (Provost) Michael Levine-Clark (Libraries)</p>	<p>Kim Bender (GSSW) Oliver Kaplan (JKSIS) Jesse Owen (MCE)</p>	<p>External research funding hits 15 year high of \$25.5 Million in FY16, a 17% increase</p> <p>No. of faculty funded by external dollars rises to 152 from 138 in FY16</p> <p>Listening tour (42 individuals) yielded 100 specific improvement items. All items are assigned and on 3-, 6-, and 12-month timelines</p> <p>Assoc. Provost adds free copy edit service for grants and high impact journal papers</p> <p>Assoc. Provost adds free proposal critique service on first come first serve basis</p> <p>Assoc. Provost spends \$300k to support research infrastructure needs in divisions in FY16</p>	<p>Implement improvement process for Office of Research & Sponsored Programs.</p> <p>Draft concept of program to train faculty to be a public scholar is ready for faculty input.</p> <p>Working with other implementation groups to understand if a space for expanding soft money researchers might fit into a collabortory</p> <p>Draft concept program on how to enhance graduate student scholars is ready for faculty input.</p>	<p>SPARC</p>

Implementation Status Report

October 5, 2016

Cluster / Initiative	Leader(s)	Members	Results to Date	Next steps	Consulting Partners
<p><i>Diversity, Equity and Inclusivity</i></p>	<p>Lisa Martinez (AHSS) Frank Tuitt (ODI) (contact person)</p>	<p>Nashwa Bolling (Fin Aid) Judy Kiyama (MCE) Michael Johnson (CLIE) Laura Maresca (HR) Debbie Mixon Mitchell (NSM) Nancy Wadsworth (AHSS)</p>	<p>Conversations have begun about helping units develop plans.</p> <p>Diversity dashboard ready for launch Oct. 31.</p> <p>Faculty Senate passed resolution on inclusive classrooms. Office of Teaching & Learning revised training (faculty). OTL hiring new position to support inclusive classrooms.</p> <p>Campus programming on International Day of Peace (Sept. 21) to promote campus-wide dialogue, especially around national/international events.</p>	<p>Frank/team will meet with units re: their plans. GSSW & RSECS may be ready for pilot testing this fall. Every unit should begin diversity plans by end of academic year.</p> <p>Each unit will have new written documentation of hiring practices by Winter quarter.</p>	<ul style="list-style-type: none"> • Chancellor's Diversity & Equity Advisory Committee • ADC • Deans • Administrative Council • Senior Staff • Inst'l Research • Faculty & Staff of Color Associations • Staff Advisory Council • Faculty Senate • Human Resources & Equal Opportunity • Groups of faculty and other community members across campus

Implementation Status Report

October 5, 2016

Cluster / Initiative	Leader(s)	Members	Results to Date	Next steps	Consulting Partners
DU and Engagement with Denver & Region	David Greenberg (contact person) JB Holston (RSECS)				
DU District	David Greenberg	Paul Chan (Counsel) Barbara Jackson (DCB) Laleh Mehran (AHSS) Mark Rodgers (Architect) Allan Wilson (Facilities)	<ul style="list-style-type: none"> • Administrative draft of the Fehr & Peers/Nelson Nygaard Campus Transportation Master Plan completed • ULI Advisory Panel draft report • Development of RFP for the campus housing study • Transportation Solutions study of University Station/Colorado Station initiated • DenverRight planning study launched by City 	Review and prioritize recommendations from Urban Land Institute report. Explore pilots like land-use plan and wayfinding/signage.	
DU as Open Door to Engagement & Vitality	Barbara Brooks (Comm)	Anne DePrince (CCESL) Cathy Grieve (Provost) Stu Halsall (Athletics) Kendra Whitlock Ingram (Newman Center), begins Nov. 1 Carl Johnson (CLIE) Bob Willis (Athletics)	<ul style="list-style-type: none"> • Completion of Hill study regarding usage, coordination and rental of campus facilities • Denver Tennis Park moving forward 	Focus on coordinating events that span the major activity centers on campus (Athletics, Student Life, Newman Center, CCESL) and explore possible pilots in defined areas.	
Project X-ITE	JB Holston (RSECS)	Erik Mitisek (X-ITE) Existing X-ITE team	Executive Director has been hired, and projects are underway. Initial funding from Chancellor's Council funds	Detailed business plan has been submitted. Hiring Faculty Director (position posted).	

Implementation Status Report

October 5, 2016

Cluster / Initiative	Leader(s)	Members	Results to Date	Next steps	Consulting Partners
<p><i>DU and the Public Good</i> <i>(including Denver Grand Challenges)</i></p>	<p>Anne DePrince (CCESL) (contact person) Art Jones (Lamont)</p>	<p>Cara Dienno (CCESL) Heather Martin (Writing) Amanda McBride (GSSW) David Miller (Philanthropy) Lynn Schofield-Clark (AHSS) Chris Wiger (Lamont)</p>	<p>Detailed, clear timeline for work (in six focus areas) through 2016-17</p> <p>Community-Engaged Fellows pilot underway</p>	<p>“Collaborating for the Public Good Forums” to begin in October</p> <p>Launch call for Grand Challenge topic areas</p> <p>Begin institutional scan/social impact study</p> <p>Consult relevant advisory group</p> <p>Consider community-engaged space</p>	

Implementation Status Report

October 5, 2016

Cluster / Initiative	Leader(s)	Members	Results to Date	Next steps	Consulting Partners
Engaging Alumni & Friends	Brandon Buzbee (Advancement) (contact person) Linda Olson (CWC)				
Engaging Alumni & Friends		Katrina Davey (Advancement) Ricki Kelly (Advancement/SCOL) Ryan Peck (Athletics) Sheila Schroeder (AHSS) Mona Spitz (DCB)	<p>Started a test of having students go out and interview alumni, bringing back results to help us think about messaging, programs and ways to be more relevant</p> <p>Moved to better coordinate Alumni Relations by bringing staff experts from across the University (starting with AHSS, GSPP, Korbel, Sturm, RSECS) under the Global Networks umbrella--working from the same page but delivering locally at the school level; other units will follow</p> <p>Launched du.edu/DUGood crowdfunding platform to show we are thinking different about engaging alumni and friends</p> <p>Changed approach to call center so that alumni aren't primarily being solicited for money but are rather being engaged</p> <p>With help of Morgridge Family Foundation grant, starting to identify student leaders for a student philanthropy effort</p>		<p>Faculty Senate (Student Relations) Needs Assessment with Deans USG representatives PLP alumni Student panel (student active in no or only one activities) Four Alumni Focus Groups (grad and undergrad)</p>

Implementation Status Report

October 5, 2016

Cluster / Initiative	Leader(s)	Members	Results to Date	Next steps	Consulting Partners
<p>Preparing for Careers and Lives of Purpose</p>		<p>Nancy Lorenzon (NSM) Tonnelt Luedtke (CLIE) Gloria Miller (MCE) Heidi Perman (Career) Pat Perrella (DCB)</p>	<p>Heidi Perman began leading as the Executive Director of Career and Professional Development on August 22. 17 years of experience.</p> <p>All career centers on campus are moving on to new, contemporary system; easier to use/search. Launching January; testing now.</p> <p>Articulating key milestones for every year for undergraduates (Daniels had started; now doing campuswide)</p> <p>Convened group across campus (faculty/staff, various schools) to talk about how employers engage with University; starting to form common playbook</p> <p>Added two staff positions: one engaging employers on hiring/talent and another focused on managing high-level corporate relationships. Building greater capacity to recruit DU students</p>		<p>Center for Community & Service Learning Jennifer Karas (Provost) Faculty Senate (Student Relations) Needs Assessment with Deans Alumni Listening Sessions by three underserved areas: AHSS, NSM, Intl. Studies International Studies Undergrad Program: Disengaged student panel (not utilizing career resources) Parent Panel</p>

Implementation Status Report

October 5, 2016

Cluster / Initiative	Leader(s)	Members	Results to Date	Next steps	Consulting Partners
<i>Enhancing and Expanding the Learning Environment</i>	Jennifer Karas (Provost) Danny McIntosh (AHSS) (contact person)				
International Education		Luc Beaudoin (Int'l Ed) Frank Laird (JKSIS) Andreas Rechkemmer (GSSW) Andrea Stanton (AHSS)	Signed partnership with Lund University in Sweden (one of the top universities in the world); piloting program for students to spend three years at DU and two years at Lund to earn bachelor's + master's	Look at short-term, non-Cherrington experiences ("Internationalization @ Home") Enhance recruiting of international students at grad & undergrad levels Expand partnership to Univ of Glasgow and other institutions	Admissions Academic units (faculty and deans)
Teaching, Learning Outcomes and Assessment (Graduate)		Dan Baack (DCB) Ryan Gildersleeve (MCE) Viva Moffat (SCOL) Mary Claire Serewicz (AHSS)		Review graduate learning outcomes Consider commonalities/opportunities for creative, cross-school graduate curricula	Faculty (broadly) Deans Chairs/Directors RISC/IRISE faculty group Office of Teaching & Learning
Teaching, Learning Outcomes and Assessment (Undergraduate)		Doug Hesse (Writing) Julie Morris (NSM) Lisa Victoravich (DCB) Josh Wilson (AHSS)		Begin conversations; review other universities' outcomes Recommend pilots focused on first year, with continued focus on assessment plans	Faculty (broadly) Deans Chairs/Directors RISC/IRISE faculty group Office of Teaching & Learning

Implementation Status Report

October 5, 2016

Cluster / Initiative	Leader(s)	Members	Results to Date	Next steps	Consulting Partners
Enrollment and Financial Support for Undergraduate and Graduate Students	John Gudvangen (Fin Aid) Tom Willoughby (Enroll) (contact person)				
Enrollment and Financial Support for Graduate Students		Sharon Lassar (DCB) Kasia Parecki (SCOL) Mimi Stevenson (SCOL) Colin Schneider (GSSW) Barbara Wilcots (OGS)		<p>Sept-Oct: Affirm, refine and prioritize key ideas; define early pilots for consideration</p> <p>Nov-Feb: Consult with groups and individuals; gather data and bold ideas for funding goals; solicit support; discuss partnerships; investigate schools who have abandoned merit aid</p> <p>Feb-June: Translate financial aid strategy, potential partnerships, scholarship/grant ideas to fundraising campaign; review early results and progress of pilot programs; evaluate pilots for possible expansion/continuation</p>	<ul style="list-style-type: none"> • Chancellor Rebecca Chopp • Vice Chancellors Afsahi and Rodriguez • Scholarship Idea Team • Diversity, Equity and Inclusivity Cluster • DU and the Public Good Cluster • Faculty & Staff • Select Student Groups: undergrad, grad and professional • Outside Agencies, Foundations, & Experts • Civic Leaders

Implementation Status Report

October 5, 2016

Cluster / Initiative	Leader(s)	Members	Results to Date	Next steps	Consulting Partners
<p>Enrollment and Financial Support for Undergraduate Students</p>		<p>William Cross (MCE) Scott Leutenegger (RSECS) Tracey Peters (CME) Mimi Stevenson (SCOL)</p>		<p>Sept-Oct: Affirm, refine and prioritize key ideas; define early pilots for consideration</p> <p>Nov-Feb: Consult with groups and individuals; gather data and bold ideas for funding goals; solicit support; discuss partnerships; investigate schools who have abandoned merit aid</p> <p>Feb-June: Translate financial aid strategy, potential partnerships scholarship/grant ideas to fundraising campaign; review early results and progress of pilot programs; evaluate pilots for possible expansion/continuation</p>	<ul style="list-style-type: none"> • Chancellor Rebecca Chopp • Vice Chancellors Afsahi and Rodriguez • Scholarship Idea Team • Diversity, Equity and Inclusivity Cluster • DU and the Public Good Cluster • Faculty & Staff • Select Student Groups: undergrad, grad and professional • Outside Agencies, Foundations, & Experts • Civic Leaders

Implementation Status Report

October 5, 2016

Cluster / Initiative	Leader(s)	Members	Results to Date	Next steps	Consulting Partners
One DU	Theresa Hernandez (Libraries) Amy King (HR) Johanna Leyba (CME) Kate Willink (AHSS) (contact person)				
Advance and Celebrate One DU	Theresa Hernandez (Libraries)	Amy King (HR) Stuart Halsall (Athletics) Scott Phillips (AHSS)	Staff Compensation Study (first paychecks affected October 2016)	Fall: Faculty/Staff Service Survey; enhance/create events; professional and career development offerings Winter/Spring: Develop employee resource groups; continue to enhance events extend professional development offerings; Wellness Program focuses on mental health	<ul style="list-style-type: none"> • Faculty Senate Committees • SAC Committees • Conference, Meeting & Events staff • Athletics & Recreation staff • Will look at CHE Best Colleges to Work For and corporate top employers as examples
Enrich the Academic Culture	Kate Willink (AHSS)	Roberto Corrada (SCOL) Aimee Hamilton (DCB) Darrin Hicks (AHSS) Paul Michalec (MCE) Erika Polson (AHSS)		Host listening luncheons Send climate survey to faculty & staff; analyze; execute 1-2 interventions	
Enrich Student Traditions	Carl Johnson (CLIE) Johanna Leyba (CME)	Tess Greenwald (USG) Darren Harvey (GSG)			

Implementation Status Report

October 5, 2016

Cluster / Initiative	Leader(s)	Members	Results to Date	Next steps	Consulting Partners
Student Navigation	Keith Miller (NSM/Honors) Lili Rodriguez (CLIE) (contact person)	Jennifer Karas (Provost) Niki Latino (AR) (oversight team)			
Learning, Living and Leading in Community	Lili Rodriguez (CLIE) Patrick Call (CLIE)		<ol style="list-style-type: none"> 1. Housing Study RFP written and released. Four firms interviewed and Brailsford & Dunlavy (B&D) selected to understand the housing needs and preferences of students, faculty, and staff. 2. B&D met with 20 senior leaders from across the university (Athletics, Academic Affairs, Facilities, Student Affairs, etc.) to conduct a Strategic Asset Value ("SAV") tool, a methodology developed by Brailsford & Dunlavy ("B&D") in order to understand the goals and strategic objectives that guide institutions and their campus life programs. 3. Focus Groups outlined and took place on September 29th, 2016, including Faculty, Staff, and Students. 	<ol style="list-style-type: none"> 1. Focus Group Data will be reviewed and thematic analysis will drive the creation of housing survey to be released in early to mid October. 2. Consultants will review ULI report and Transportation Master Plan report and integrate findings into Housing Proposal. 3. Housing Master Proposal Report will be completed before Winter Break. 4. Housing Master Plan Proposal will help inform programmatic goals in the residential experience. 	<ol style="list-style-type: none"> 1. General Faculty, Staff, and Student Population through focus groups and survey. 2. After report comes together, a group of faculty and staff consultants will be brought together to inform the creation of "programmatic goals in a residential experience" that examines proposal and case studies of best practices--aiming to bring the curricular and co-curricular together in innovative ways. Current faculty partners include: Bill Cross (Education), Max Weisbuch (Psychology), Judy Kiyama (Education)

Implementation Status Report

October 5, 2016

Cluster / Initiative	Leader(s)	Members	Results to Date	Next steps	Consulting Partners
<p>Navigating DU, Navigating Life</p>	<p>Niki Latino (CLIE) Sarah Hoffmon (Provost)</p>	<p>Keith Miller (Honors) Jennifer Karas (Provost) Mike Kerwin (NSM) Tracey Peters (CME) Lili Rodriguez (CL)</p>	<p>1. Early Engagement Retreat: Brought together over 30 stakeholders from across the university (Associate Deans from major Divisions, Graduate Studies, Enrollment, Registrar, Academic Resources, Student Outreach and Support, Campus Life and Inclusive Excellence, Provost Office) to establish early engagement mission and goals.</p> <p>2. Data Integration Audit: Audit the current state of student data, seek to integrate systems that provide tracking, service, and support information for and to students. Project includes enhancement of Advisor Profile.</p> <p>3. Integrated Learning: Jennifer K. ran an e-Portfolio pilot in 2015. This Summer (2016) a team attended an AAC&U conference on integrative learning, using portfolios as their working project, determining metrics for more systematic small pilot.</p> <p>4. One Book, One DU launched this summer, continuing this Fall.</p>	<p>1. Merge Integrated Data Plan with Early Engagement Needs: Present data integration plan and plan for engagement communication to major stakeholders for feedback. Finalize plan for UTS to build. Goal of implementation Summer 2017.</p> <p>2. Academic Advising Pilot: finalize pilot offering five academic advising/coaching models for students to choose from when struggling academically; will assess to see effectiveness.</p> <p>3. Develop a series of "modules" that help students build core skills to enhance their learning; learning styles, personality reflections, intercultural competence, healthy relationships, drugs and wellness, financial literacy, etc.</p> <p>4. Intergroup Relations Pilot Development: complete development of two intergroup relations framework applications, one in the classroom and one as co-curricular option.</p> <p>5. Assess feedback on One Book,</p>	<p>Major Consulting Partners: Nancy Sasaki (NSM) Ingrid Tague (AHSS) John Tiedemann (Writing) Kate Willink (AHSS, Faculty Senate) Christina Foust (AHSS) Tamra d'Estree (KISIS) Enrollment Registrar Academic Resources Learning Effectiveness Center for Multicultural Excellence Housing and Residential Education Health Promotion</p>

Implementation Status Report

October 5, 2016

Cluster / Initiative	Leader(s)	Members	Results to Date	Next steps	Consulting Partners
Sustainable DU	Mike Keables (NSM) (contact person) Chad King (Sustainability)	Fred Cheever (SCOL) Susan Daggett (SCOL) Madelaine DeVan (ELC) Hillary Hamann (NSM) Ben Gerig (DCB) Megan Kelly (WRIT) Sue Lutz (UTS) Tom McGee (Facilities) Julie Morris (NSM) Dale Rothman (JKSIS)	Pilot approved (pending legal/risk review) for partnership with Lyft to provide subsidized rides to/from RTD station	Risk Management re: Lyft contract. Assemble group and determine priorities	