GREAT UNIVERSITIES ARE THOSE THAT ATTACK THE GREAT ISSUES
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Dear Friends,

As we accelerate through this, our 145th year, we at the University of Denver have our gaze firmly focused on a bright future that holds many possibilities. Those possibilities are bounded and informed by the past, though, and it is wise to look back, taking stock of the year just passed and assessing its lessons.

With that in mind, we are very pleased to present this summary report for the 2007–2008 year at DU (fiscal 2008). The year was, in many ways, the best in our history, marked by a number of major milestones thoroughly aligned with our vision of being a great private university dedicated to the public good.

The intellectual capital of the University continued to deepen and grow, as was clearly reflected in our teaching and learning environment and in our scholarship and research. The University community continued to bind itself together more tightly, as it focused its energies on a number of key strategic objectives. Our national and international reach widened, as we enrolled more international students, sent a record number of our undergraduates abroad to study and engaged our intellectual assets with a vast array of constituents across the world. Our business operations ran more effectively than in virtually any previous year, generating new capital that was invested in our students, faculty, programs and facilities.

As all of this activity and progress continued to serve the intellectual and personal growth of our students, so did it also impact the lives of countless people in the many communities with which we interact — in Denver, the region and the world. We remain committed to the notion that our success is measured by the lives of our alumni, the work of our faculty and the manner in which they impact the lives of people outside the realm of academia.

As we look ahead, the state of our economy is certainly such as to warrant due caution, and we are constantly scanning the horizon for signs of trouble. Those signs have not yet appeared, in enrollments, fundraising or other aspects of our operations where they might be expected. Surely we will ultimately be affected, but the University is far better prepared to weather an economic storm than in times past. Good long-term planning, healthy reserves and a far broader reach will serve us well. All of that being said, at this moment the current year shows every indication of being still better than the last.

ROBERT D. COOMBE
LETTER FROM THE CHAIRMAN

Dear Friends,

Throughout its history, the University of Denver has sought to embody the highest ideals of its faculty, staff, administrators, alumni and supporters. That has never been an easy task, but it has always been a delight to pursue.

Today, after nearly two decades of improving the campus infrastructure, of investing in people and programs, the University is positioned to extend and expand its legacy.

Thanks to a multimillion-dollar building campaign, today's students and faculty work in state-of-the-art buildings and labs that are designed to enhance collaboration and inquiry. All of our new and renovated academic facilities provide optimal environments for teaching and learning. Even our residence halls have been created to encourage the exchange of ideas and to support a community characterized by respect and inclusiveness.

The people who come here — to study, to learn, to research and to teach — are among the most capable individuals who have ever graced the campus. Despite the fact that they work in different disciplines and come from different backgrounds, every member of the University community shares a passion for generating, sharing and deploying new knowledge. Whether they are athletes or artists, social workers or lawyers, scientists or would-be entrepreneurs, our students and faculty are committed to working for a better world and to serving the public good.

This campus and these people — put them together and you have an environment that empowers greatness. That is our legacy.

Joy S. Burns
CHAIRMAN — UNIVERSITY OF DENVER BOARD OF TRUSTEES
### 2007–2008 ACADEMIC YEAR

**ENROLLMENT**

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**UNDERGRADUATE ADMISSIONS**

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**DEGREES CONFERRED**

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| Tuition Rate                           | $31,428|
| Percent increase over prior year       | 6.07%  |
a culture that prizes ethics, values and social responsibility
Like so many chapters in the University of Denver's distinguished history, the 2007–2008 academic year was characterized by success and striving, by inclusiveness and innovation—in the classroom, in the laboratory and on the playing fields; wherever, in fact, we pursued our goals and chased our dreams.

Here is a month-by-month journey of the year just ended.

**JULY 07**

> The University of Denver begins its 144th year.
> With passports in hand, the first of the year's study abroad students begin departing for programs in the Southern Hemisphere. By year's end, 629 DU students will have participated in a study abroad experience of a quarter or longer in duration at one of more than 100 sites scattered across every continent except Antarctica. Most will have studied under DU's prestigious Cherrington Global Scholars program.
> The U.S. Nuclear Regulatory Commission commits $200,000 to DU research professors in the Department of Physics and Astronomy and their development of new teaching methodology incorporating an international online 3-D community known as Second Life. Their site, complete with a replica of DU's F.W. Olin Hall and Meyer Womble Observatory, regularly hosts the online simulcast of National Public Radio's Science Friday.

**AUGUST 07**

> The Sturm College of Law welcomes a new class of 421 students.
> As part of its Strategic Issues Program, the University creates a Strategic Issues Panel—a 13-member nonpartisan, independent group made up of citizens from across the state—to study issues in Colorado's state constitution. Assessing input from local and national experts on constitutional issues, the panel meets from September 2007 through January 2008, when it reports to the public and the newly convened state legislature.
> The American Bar Association honors the Sturm College of Law with its highest award for achievement in environmental law, presented to the law school at an awards ceremony in San Francisco.

> Former Secretary of State Madeleine Albright delivers the keynote address at the University's annual Korbel Dinner, where Newmont Mining CEO Wayne Murdy receives DU's prestigious International Bridge Builder Award for promoting social responsibility in the gold mining industry and his own company. Outside the downtown Denver's Marriott City Center, site of the dinner, protesters gather to object to Murdy's receipt of the award.

**SEPTEMBER 07**

> The University's most capable first-year class in history arrives on campus. The class includes 15 Boettcher Scholars, bringing the number of Boettcher Scholars studying at DU to 57.
> Investor/philanthropist Frederick Pardee presents a $7.45 million gift to the Graduate School of International Studies to support and expand the school's International Futures program. The gift will be used to create the Frederick S. Pardee Center for International Futures and fund the center's endowment and operating costs through 2012. The United Nations, the European Commission and the National Intelligence Council all make use of the International Futures program in developing essential strategies and forecasts.
> In his annual Convocation address, Chancellor Robert Coombe confirms the institution's vision. "Great universities are those that attack the great issues—those that play a positive, catalytic role in their resolution," he says. "DU will be a university where research and scholarship are focused on the improvement of individual lives and the collective good of the public."
> Reporting on its findings after six months of study, a 24-member Water Futures Panel, assembled by DU and consisting of Colorado civic, business and agricultural leaders, proposes a nine-point roadmap for Colorado's water future. Co-chairing the panel is DU Chancellor Emeritus Dan Ritchie, along with Denver-based CH2M Hill Chairman and CEO Ralph Peterson. The panel is affiliated with the University's Strategic Issues Program.
> For the fifth consecutive year, the Daniels College of Business ranks highly among the world's top graduate business schools for producing students with strong ethical standards. This
year, according to a Wall Street Journal/Harris Interactive survey, the Daniels College comes in at No. 7 globally in ethics. Two months later, BusinessWeek ranks the Daniels College No. 6 in the nation — and No. 1 in the region — for the school’s part-time MBA program.

> DU gymnast Jessica Lopez is selected to represent her home country of Venezuela at the 2008 Olympic Games in Beijing. She joins a roster of more than 65 DU athletes to have competed in the games since 1948.

OCTOBER 07

> Roughly 200 alumni return to campus for the University’s first Alumni Symposium Weekend, a two-day celebration of academic discovery featuring faculty-led discussions, networking opportunities and keynote addresses by two prominent alumni: Andy Taylor, chairman and CEO of Enterprise Rent-A-Car, and Bob Perito, senior program officer of the U.S. Institute of Peace and an adviser to the Iraq Study Group.

> The University’s revised land-use plan is approved by DU’s Board of Trustees, further defining campus boundaries and University intentions, first laid out in a predecessor plan five years earlier. Among items added is a sustainability statement that augments DU’s commitment to forward-looking environmental practices and stewardship. The plan serves the institution, nearby neighborhoods and the city by openly communicating the University’s development plans.

> When devastating wildfires ignite in Southern California, the DU Student Life team offers assistance to students from the region. The office uses home ZIP codes to identify all students who may be affected.

> With a victory over Notre Dame, hockey coach George Gwozdecky achieves his 300th win as a Pioneers coach and the 450th win of his collegiate coaching career.

> Lynn Gangone, dean of the Women’s College at the University of Denver, delivers a State of the Women’s College address to an assembly of students, faculty and alumni gathered to celebrate the college’s 25-year association with the University. Looking ahead, Gangone notes that the college will foster new ways of learning, new programs and new connections to other DU colleges and schools.

DECEMBER 07

> Faculty and staff from the Graduate School of Social Work’s Butler Institute for Families travel to Nevada to lead development of a comprehensive program to train the state’s child-welfare workers. The effort is part of a $1.7 million contract calling for an 18-month commitment from GSSW with the Nevada Child & Family Services division.

> Two sophomore hockey players, both forwards, are selected for the 2008 U.S. National Junior Team. They are among 22 players who travel to the Czech Republic to compete in the International Ice Hockey Federation World Junior Tournament in December and January.

JANUARY 08

> A University of Denver Strategic Issues Panel releases a report recommending modifications to the Colorado Constitution and the constitutional-amendment process. The panel cites an acute need to improve the state constitution, primarily due to the document’s numerous conflicting requirements. A few weeks later, the members of the panel testify before a legislative committee of the Colorado General Assembly, providing the impetus for Referendum O, which seeks to improve the way citizen-sponsored constitutional amendments go before voters. It is voted down in the November 2008 general election.

> Fraternity brothers begin sizing up their digs at the new Lambda Chi Alpha house, made possible by pledges of $1.38 million from fraternity donors and $2.76 million from the University. To the delight of Lambda Chi alumni, the new building and joint financing signal a durable partnership between DU and Greek organizations.
FEBRUARY 08
> The Department of Languages and Literatures receives a $1.5 million gift from the Anna and John J. Sie Foundation to establish the Anna Maglione-Sie Endowed Chair in Italian Culture, DU’s first endowed chair in languages.
> DU and the American Humane Association establish the American Humane Endowed Chair in the Graduate School of Social Work. The $2 million endowed chair is the first for GSSW and one of the first in the U.S. related to animal-assisted social work and research into the bond between humans and animals.

MARCH 08
> The Pioneer ski team wins its 19th NCAA championship, staging an exciting comeback on the last day of competition at Bridger Bowl, Mont. DU leads the NCAA in the number of national skiing championships to its credit.
> The Pioneer hockey team claims the 2008 Red Baron WCHA Final Five playoff championship with a 2-1 win over Minnesota. The victory propels the Pioneers into the NCAA tournament.

APRIL 08
> The Fisher Early Learning Center launches the Marsico Institute for Early Learning and Literacy, developed with a $1.5 million gift from the Cydney and Tom Marsico Family Foundation (both Cydney and Tom are DU alumni). The institute will serve as a clearinghouse for resources related to improving learning opportunities, particularly for children who may have learning disabilities.
> DU kicks off the centennial celebration of its world-renowned business school. The Daniels College of Business plans a yearlong series of events celebrating the fact that the business school, founded in 1908, is the eighth-oldest collegiate school of business in the country.
> Eric Johnson is named the 10th head coach of the University of Denver women’s basketball program. Johnson comes to DU after serving as an assistant coach at Boston College. While there, he assisted head coach Cathy Ingeles as the Eagles advanced to the Sweet 16 of the NCAA Tournament in 2006.
> The Newman Center for the Performing Arts marks its fifth anniversary with a concert and fundraiser featuring the Manhattan Transfer. “A Night in Manhattan” celebrates the center’s role as a cultural resource for the Denver area. More than 125,000 people attend the center’s 400 concerts, operas, dance performances, plays and recitals each year.
> The Pioneer men’s lacrosse team scores a breathtaking 9-8 win over No. 5 Notre Dame at Chicago Fire Stadium. The victory ensures DU a share in the Great Western Lacrosse League championship tournament.

MAY 08
> Former U.S. Secretary of State Madeleine Albright joins her brother and sister at an on-campus ceremony marking the name change of the Graduate School of International Studies to the Josef Korbel School of International Studies. Korbel, Albright’s father, nurtured the school through its first two decades until his death in 1977.
> New deans are appointed for the Daniels College of Business and the Arts, Humanities and Social Sciences. Christine Riordan will lead the Daniels College, while Anne McCall will take the helm of Arts, Humanities and Social Sciences.
> The University reaches its fundraising goal for the Morgridge College of Education’s programs and new building, Katherine A. Ruffatto Hall. Beyond the funding needed for the building, two donations from James C. Kennedy, totaling $10 million and made via a direct gift to the University and a gift to the Denver Foundation for the University’s benefit, will create the James C. Kennedy Institute for Educational Success. The new institute will include three endowed faculty chairs and will seek to develop innovative ways to keep vulnerable learners on the pathway to educational achievement.

JUNE 08
> University Chancellor Robert Coombe presents an honorary doctor of public service degree to DU alumnus Peter Groff, who delivers the Commencement address to students collecting their graduate degrees. The next day, Coombe awards an honorary doctor of higher education degree to Chancellor Emeritus Dan Ritchie at undergraduate Commencement ceremonies. As Commencement speaker, Ritchie urges the Class of 2008 to make the most of their degrees and their exceptional education.
> The Pioneer ski team celebrates its national championship with a visit to the White House.
IN SERVICE TO THE PUBLIC GOOD

Service to the public good takes center stage at the University of Denver. It permeates our culture and drives much of the University's research and programming. As we define it, it means putting our intellectual resources to work in the community, addressing the challenges facing the less fortunate, fostering public-policy debates and preparing our students for a lifetime of thoughtful and engaged citizenship.

The commitment to the public good begins in the classroom. According to the University’s Center for Community Engagement and Service Learning (CCESL), DU has, over the last five years, experienced steady growth in the number of faculty teaching courses with a service learning component, in the number of such courses offered and in the number of students enrolled. In 2007–2008, 55 faculty members taught 85 service learning courses to 1,300 students. In fact, 26 percent of DU undergraduate students participated in service learning courses, well over the national average of 20 percent.

DU students also participated in an array of international service learning opportunities administered by the Office of Internationalization. These service learning programs — Project Bosnia-Herzegovina, Project Dharamsala, Project Ecuador, Project El Salvador, Project Thailand and Project South Africa — combine academic course work on campus with service in a host community overseas. The experiences take place during winter interterm or summer session and range in length from three to eight weeks.

Since 2001, the number of international service learning courses has grown from two to six, while the number of students participating has jumped from 38 to 60. Because of demonstrated interest in international service learning opportunities, the program is exploring the possibility of launching new projects in East Africa, Timor-Leste and Nepal.

To support faculty interest in community engagement, the CCESL administers the University's Public Good Scholarship Fund and service learning grants. These were created to address pressing social issues and advance positive change.

“The University provides significant financial support to DU faculty members to do what we call ‘community-engaged scholarship,’” said Eric Fretz, director of the CCESL. “This institution is really unique in that aspect. Most other places — even places that are really committed to community-engaged work — don’t provide the institutional support that we do.”

That support funds a varied scope of work, ranging from research on early learning to studies relating to infrastructure improvements in diverse communities. Funds also underwrite projects focusing on leadership development, mentoring and improvement in younger-student academic performance, to name just a handful. (The maximum grant for any individual project is $10,000.) During fiscal year 2007–2008, a total of 28 DU faculty members — many working in teams — received grants of varying amounts from the Public Good Scholarship Fund.

Many of the University’s efforts are directed at helping individuals overcome the barriers that prevent them from fully participating in society. Some programs, like DU’s Volunteers in Partnership (VIP) and the long-standing Bridge Project, send members of the DU community into economically disadvantaged neighborhoods and schools to help children and teenagers succeed academically. The VIP program, for example, offers the opportunity for student role models to encourage underprivileged students to stay in school, learn to excel and, ultimately, pursue higher education.

The Bridge Project, created in 1991 through a collaboration involving community representatives and faculty members of the Graduate School of Social Work, aims to reduce educational barriers, increase educational opportunities and improve learning outcomes for children and youths living in Denver’s public housing communities. It offers three primary programs — an after school program, a scholarship program and a summer program — that are designed to help these students graduate from high school and attend college or learn a trade.

In 2007–2008, about 400 children and youth participated in a Bridge Project program. More than 150 youth were matched with adult tutors and attended after-school tutoring, and 10 high school seniors were awarded college scholarships.
Tom Knecht and Project Homeless Connect

IN MAY 2008, DU hosted its second Project Homeless Connect at the Daniel L. Ritchie Center for Sports & Wellness. The project was conducted in conjunction with Denver’s Road Home, a program aimed at dramatically reducing homelessness in the city within a decade. Over the course of a weekend, more than 1,000 DU and community volunteers worked to help 800 homeless individuals access services and necessities such as health care.

For Tom Knecht, an assistant professor of political science, the initiative represented an opportunity to explore questions relating to homelessness. “When Project Homeless Connect first came here, there was a call for faculty to get involved and to do research that would dovetail with the event,” said Knecht. “And that’s something I do. My primary field of research is in public opinion and foreign policy. So I thought, ‘This is a good fit, and it’s an interesting project.’"

During Project Homeless Connect’s two engagements on the DU campus, Knecht teamed with Lisa Martinez of DU’s sociology and criminology faculty to conduct surveys designed to measure volunteers’ attitudes toward the homeless before and after the project.

“'The actual theory that informs our study for Project Homeless Connect is drawn from sociology,' said Knecht. ‘It’s called ‘the contact hypothesis,’ which basically says that when two dissimilar people or groups of people get together, there’s oftentimes an erosion of stereotypes. People have prejudices or fears of somebody who’s different from them, largely because they don’t know them. Once you get to know somebody, those fears and prejudices sometimes wash away. It’s a sociology theory that’s been around for a long, long time — and has often been applied in cases of race. We’re looking at it in a slightly different context ... but the same theory should really apply in both cases.’"

Bearing out the theory, volunteers’ overall attitudes toward the homeless did, indeed, change — in quantifiably positive ways.

These results have lent further credence to Knecht’s underlying basis for conducting the surveys, which he hopes to be able to continue at future Project Homeless Connect events.

Knecht shared the results from his surveys with DU classes and at public forums. “We presented a paper on the subject at the Western Political Science Association conference in San Diego,” said Knecht. “We also shared our results with the Office of the Mayor here in Denver, as well as some of the organizations that conduct Project Homeless Connect.

“The idea is that we are publicizing and sharing our findings with the broader community, so it doesn’t become simply a narrow academic piece of work — this is actually something that’s practical, informative and widely shared.”

To serve the community at large and to foster informed discussion about public policy issues, the University hosted a series of Bridges to the Future programs. These programs began in 2002, shortly after the September 11, 2001, attacks on the World Trade Center, with the intent of providing the community a forum for civic dialog.

Always free and open to the public, these panel discussions and lectures bring nationally and internationally recognized thought leaders to campus to explore topics with an impact on the future. In 2007–2008, Bridges to the Future focused on “The Pursuit of Happiness,” offering insight into life’s true purpose. An estimated 2,000 people attended the various events.

Critical issues also were addressed through DU’s high-profile Strategic Issues Program (SIP), which convenes panels of leaders and subject-matter experts from the public and private sectors to study policy issues of local and regional importance. During 2007–2008, the University assembled a Strategic Issues Panel to analyze problems confronting the Colorado state constitution. The panel began meeting in September 2007 and presented its findings and recommendations to the Colorado state assembly in early 2008. The legislature incorporated many of the report’s recommendations when it drafted Referendum O, which appeared on the November 2008 general election ballot. Defeated by voters, Referendum O sought to improve the way citizen-sponsored statutes and constitutional amendments go before the electorate.

The SIP also released the findings from a panel that explored Colorado’s water challenges. The report recommended nine steps toward wise use of this precious natural resource.
enlisting student talent in the enrichment of public life
For the last five years, the undergraduate Office of Admission has focused its efforts on attracting the best and the brightest students to the University of Denver.

Its strategy is working. From 2003 to entering-class 2008, first-year student applications to the University rose 94 percent, allowing DU to be more selective in whom it admits. Just as impressive, the median high school grade point average of entering first-year DU students rose from 3.13 in 2003 to 3.66 for 2008. Scores on college entrance exams also rose dramatically. In fact, average SAT scores increased from 1134 in 2003 to 1191 in 2008.

“Much of the enrollment success we’ve had over the past five or six years — and dramatic increase in applications — clearly has to do with the rising reputation and high quality of the University,” said Tom Willoughby, vice chancellor for enrollment.

“We also realized the importance of introducing DU to students much earlier in their high school careers. We needed to begin the conversation much sooner to position DU in their minds,” he explained. “Most research indicates that by the time students reach the midpoint of their junior year in high school, they have formed a list of schools in their minds. And if you arrive on the scene much later than that, it’s difficult to get on their list.”

The admission team’s strategy has centered on an extensive direct-marketing campaign to reach the students DU wants to attract—students with high ambition, as reflected in top GPAs; students from diverse backgrounds; and students from across the country and around the world.

“We have focused on telling our story better, not just to the students, but to their parents and high school counselors,” said Willoughby. “To do that, we created a rich multimedia mix of print publications, strengthened our Web site, and encouraged more students and families to visit the DU campus. Instinctively, we knew if we could get people on campus, they’d be impressed with the quality of the academic program and the attractiveness of the campus. We knew it would elevate their interest and probably prompt many more to apply and to tell others about DU. Word-of-mouth marketing, quite frankly, is invaluable.”

Recruiting efforts also emphasized the University’s commitment to inclusive excellence and diversity. “As a result,” Willoughby said, “the domestic and international diversity of our first-year class represents 21 percent of our class.”

The University has been particularly successful in attracting students from out of state. Until recently, students from Colorado accounted for more than half of the undergraduate student population. Today, roughly 58 percent of DU’s 5,000 undergraduate students come from outside Colorado.

“The Ammi Hyde Interview program has been another reason for DU’s enrollment success,” Willoughby said. “This is a program that our former chancellor, Dan Ritchie, introduced. He believed every student applicant should have the opportunity for a face-to-face interview.”

To implement this program, the University sends three-person interview teams to 30 U.S. cities two times a year. Each team consists of a DU faculty member, a staff person and a DU alumnus or alumna.

“A couple of years ago, we conducted over 5,000 face-to-face interviews with student applicants, to the great benefit of both the students and the University. It’s an extraordinary commitment on the part of the DU community,” Willoughby said.
### Recruitment — Undergraduate Admissions

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### Academic Profile of First-year Class

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**Boettcher Scholars Savor DU Experience**

FOR MORE THAN HALF A CENTURY, the Boettcher Foundation in Denver has been providing full academic scholarships to 40 of Colorado's top graduating high school seniors, but only if they pursue their collegiate studies in the state. These Boettcher Scholars may enroll at any Colorado public or private institution, and their tuition, housing, books and fees are paid by the foundation.

For two years running, in 2007 and 2008, DU has led the state in the numbers of Boettcher Scholars accepting offers of admission. In 2007, 15 Boettcher Scholars enrolled at DU, bringing the total enrollment of Boettcher Scholars studying at DU to 57. In spring 2008, 13 Boettcher Scholars accepted offers of admission.

"These students are getting admitted to Stanford, they're getting admitted to Harvard and many other top-end Ivy League schools," said Tom Willoughby, vice chancellor for enrollment. "All of the colleges and universities in Colorado just would love to have any of these students attending their institutions."

Willoughby attributes DU's popularity among Boettcher Scholars, in part, to the school's rising academic reputation, opportunities for exceptional study abroad experiences and its attractive dual degree programs.

UPON HER 2007 GRADUATION from Pine Creek High School in Colorado Springs, Boettcher Scholar Stacey Squatrito realized she had a range of outstanding options for pursuing her stratospheric goals in higher education.

"I was accepted by Colgate, Duke, Washington University in St. Louis and Cal Poly, and was offered scholarships to all of them," Squatrito said. "In Colorado, I was also accepted to Colorado State University and the Colorado School of Mines."

Squatrito's decision was made easier once she paid visits to some of the institutions on her list and once she reviewed the programs and curricula at her various choices.

"After visiting the campus and talking with a few students, I fell in love with DU," said Squatrito. "It seemed like a great community, where students learn much more than just academics, they learn how to be productive, engaged citizens. ... The Cherrington Global Scholars program was also one of the things that initially attracted me to the University. I'm really interested in studying in Shanghai, and I'm also considering a few programs in France and Australia."

An accounting major, Squatrito is pursuing a dual bachelor's and master's degree in just four years. She hopes to work for a public-accounting firm.

"I came to college expecting to be challenged academically, meet some cool people and have some interesting experiences," Squatrito said. "My first year at DU far exceeded any expectations I could have had."

WHEN ANDREW WHITE BEGAN EVALUATING his college choices, he had one eye cast on medical school.

A Boettcher Scholar from Aurora’s Gateway High School, White was considering Brown, Cornell, Dartmouth, Creighton University, Colorado College, the University of Colorado, Colorado State and DU.

With its reputation for placing students in highly selective medical schools, DU emerged as his choice.

"Though each of these schools offered its own advantages and appeal," White said, "the University of Denver surpassed all my expectations, needs and desires — both as a student and as a person — to fulfill my dreams and develop new ones along the way."

Today, he’s majoring in biochemistry and international studies. Looking ahead to medical school, White plans to focus on "general practice or pediatrics, especially pertaining to individuals in third-world nations."

With his career goals firmly in mind, White is already planning his junior-year study abroad experience. "I would sincerely enjoy studying abroad and will most likely venture to a Spanish-speaking country, either in Central America, South America or Western Europe," he said.
Graduate Programs Lure High-Caliber Students

The traditional and professional graduate programs at the University of Denver continue to attract high-caliber students across a broad international spectrum. What’s more, enrollment in most of these programs is expected to remain on a steady course, with the total graduate enrollment in 2007 accounting for 52 percent of all DU students.

The largest graduate programs, the Sturm College of Law with an enrollment of 1,234 and the Daniels College of Business with an enrollment of 874, account for more than 36 percent of the University’s total graduate-student enrollment.

In the Graduate School of Social Work, the faculty and dean are focusing on scholarly research as they maintain their primary commitment to train social workers. Enrollment held steady in 2007, with 202 new students beginning their studies and a total enrollment of 364.

The Josef Korbel School of International Studies continues to expand in national and global stature, making it an increasingly attractive choice for students interested in global issues. As a result, new enrollments are up by 26 percent since 2004 for a total graduate enrollment of 464.

The Morgridge College of Education enrolled about 800 students in fall 2007, up 25 percent from 641 in 2004. The college is poised for additional growth but will need to limit enrollments until construction is completed on its new home, Katherine A. Ruffatto Hall, in fall 2010.

The Graduate School of Professional Psychology has expanded its programming incrementally over the past several years, adding programs in international disaster psychology, forensic psychology, and sport and performance psychology. The highly selective school had a total enrollment of 217 graduate students in 2007, accepting just 33 percent of its applicants.

Enrollments in the arts, humanities, social sciences, natural sciences and mathematics have held steady in the last four years, reflecting the programs’ solid reputation for faculty mentoring. Meanwhile, at the School of Engineering and Computer Science, graduate enrollment has increased almost 188 percent, from 56 students in 2004 to 161 in 2007.
the university takes great pride in its student-athletes
AN INCOMPARABLE YEAR FOR PIONEER ATHLETICS

In 2007–2008, the Pioneer varsity athletics program celebrated its 10th year of competition in the NCAA’s elite Division I and nearly a decade of stellar performances in the Sun Belt Conference.

The program celebrated in style, securing a national skiing championship and finishing 47th among all Division I schools in the Directors’ Cup, which is a measure comparing the achievements of all NCAA Division I institutions’ athletic teams. This represents DU’s best showing ever, with 12 of the 17 Pioneer teams qualifying for postseason NCAA tournament play.

“We enjoyed our finest athletic and academic year in school history this past year, thanks to the hard work and dedication of our student-athletes and coaches,” said Peg Bradley-Doppes, vice chancellor for athletics, recreation and Ritchie Center operations.

Based on the Directors’ Cup standings, DU was No. 1 in the Sun Belt Conference, as well as the top-ranking collegiate athletics program in Colorado. The University was also the top-ranking collegiate athletics program in NCAA Division I-AAA, which encompasses all Division I non-football-playing schools.

DU tied with the University of Wisconsin for 23rd overall in a “Top 25” NCAA Division I sports ranking for the 2007–2008 collegiate year. These rankings were published by Sports Illustrated online affiliate SI.com.

Just as important, the Pioneer program cemented its reputation for promoting academic, as well as athletic, achievement. For the eighth consecutive year, Pioneer student-athletes captured the Sun Belt Conference graduation award, an honor that recognizes the program that graduates the highest percentage of its student-athletes. In addition, DU has traditionally placed more than 10 members on the All-Western Collegiate Athletic Association Academic Team, a feat accomplished again this year.

“We take great pride in our student-athletes at the University of Denver,” said Bradley-Doppes. “We’ve always commanded excellence and effort in the classroom, but since turning NCAA Division I, we have pioneered excellence on the playing field, as well.”

In winter 2008, the men and women of the Pioneer ski team downhilled and slalomed their way to DU’s 19th national championship, solidifying the program’s position as the most successful in NCAA skiing history. The championship earned the student skiers an invitation for a June visit to the White House, where their accomplishments were honored by President George W. Bush.

The Pioneer women’s golf team finished sixth nationally in the NCAA women’s golf championship, an all-time high for the program. The gymnastics team also enjoyed a successful season, finishing 12th in the nation. In addition, DU gymnast Jessica Lopez was selected to represent her home country of Venezuela at the 2008 Olympic Games in Beijing.

Eight other teams participated in NCAA postseason-championship play, including the men’s golf, hockey, men’s and women’s swimming and diving, men’s and women’s tennis, women’s soccer and men’s lacrosse teams.

Pioneer teams and individual student-athletes performed so well largely because of DU’s top-notch coaching. Fully half of DU’s head coaches received “Coach of the Year” honors acknowledging their efforts during 2007–2008.

Finally, George Gwozdecky marked his milestone 300th win as DU hockey coach and 450th career win in the same game, a 3-1 victory over Notre Dame. Although the Pioneers’ hockey season ended in the NCAA regionals, DU co-hosted the NCAA Frozen Four national championship at the Pepsi Center in downtown Denver, marking the event’s return to Denver for the first time in 32 years.
No. 1 ON THE FIELD AND IN THE CLASSROOM

ATHLETICS

• No. 1 Athletics Program in the Front Range
• No. 1 NCAA 1-AAA
• No. 23 in sportsillustrated.com
• No. 47 NACDA Directors’ Cup
• 12 NCAA Championship Tournaments
• 2 NCAA Individual Champions
• 13 All-Americans
• 8 Conference Coaches of the Year

ACADEMICS

• 77% Graduation Rate / 92% Graduation Rate When Accounting for Transfers – Highest in Sun Belt Conference
• 3 All-Americans
• 8th Consecutive Sun Belt Conference Graduation Rate Award
• 58 Student-Athletes Named to Sun Belt Academic Honor Roll
• 102 Student-Athletes Made DU Dean’s List With a 3.75 GPA or Better
we have pioneered excellence on the playing field
In April 2008, the Robert and Judi Newman Center for the Performing Arts celebrated its fifth anniversary and its recurring role as a cultural resource for the Denver metropolitan area.

Home to the Lamont School of Music and to an array of state-of-the-art concert and theater venues, the Newman Center marked its fifth year of existence with brisk business at the box office. Stephen Seifert, executive director of the Newman Center, estimates that during the 2007–2008 season, the facility hosted more than 400 performances, including student recitals.

“It’s hard for us to give precise numbers about how many people, every year, come here, but we believe we’re conservative when we say that over 125,000 people come to the Newman Center to those 400-plus performances,” Seifert said.

Looking back on the center’s successes, Seifert points to its role in providing innovative programming for DU students and faculty, as well as for the community at large. Not only are the various venues rented to community arts organizations for their own performances, but the facility sponsors a performing arts series, Newman Center Presents, that introduces Denver audiences to some of the world’s finest dance, theater and music groups. Just as important, the venues provide a showcase for Lamont’s many ensembles and its orchestra, as well as for the theater department’s well-reviewed productions.

“When you have vast and diverse programming — as we do at the Newman Center — you bring people from all walks of life together for a wide variety of interactions. Our stages are like a campfire — they bring people together for a couple of hours of shared experience,” Seifert said.

Over the years, Newman Center Presents has filled a gap in Denver’s cultural programming, offering everything from classical music and contemporary dance to world music and spoken-word theater. “In Newman Center Presents, we select and present a variety, which is in the tradition of what American universities have done for the last 130 years or so,” said Seifert. “Today, the University of Denver is offering its own exciting twist on that great tradition.”

An Opera Singer’s Dream Come True

In July 2007, renowned basso and DU alumnus Hao Jiang Tian (MA music performance ’87) took the stage at the Central City Opera to star in a world premiere of Poet Li Bai by Chinese composer Guo Wenjing.

Cast as Li Bai, an itinerant poet during China’s Tang Dynasty, Tian earned effusive reviews for his resonant voice and sensitive portrayal. The accolades were in keeping with the praise that has accompanied his impressive career. In the last two decades, he has performed more than 50 operatic roles — 26 of them at the Metropolitan Opera. Li Bai was his first title role.

The role was a dream come true for Tian, who grew up in China during the Cultural Revolution, when the trappings of Western culture were forbidden, as were ancient Chinese philosophy and literature. “We were very thirsty — eager to look into different things,” he recalled.

Li Bai’s were the first poems Tian read, and he quickly memorized dozens of them. The poet wrote of peach blossoms and battles, daydreams and drunkenness. One unfortunate night, he drowned in the Yangtze River after falling from his boat while trying to embrace the moon.

“Li Bai opened the door to ancient Chinese literature,” Tian said. “In my heart, Li Bai was the most important Chinese poet in history.”

The opera, which is written in verse, allowed Tian to share the beauty of Li Bai’s poems with a modern audience. Although Tian is fluent in Chinese, he primarily sings opera in Italian and French.

Tian’s former DU classmates remember him as a brilliant artist and humble man who arrived in Colorado in 1983 with a guitar, $50 in his pocket and hardly a word of English beyond the John Denver songs he’d memorized. At the time, China had just opened its doors to the world. “Before I came to DU,” Tian recalled, “I had never had a performance on stage, had never seen an opera.”

Through required weekly classroom performances, DU’s Lamont School of Music forced Tian out of his box. His first operatic role was a small one in a Lamont production of Susannah.

The world premiere of Poet Li Bai included a chorus of Lamont students directed by alumna Catherine Sailer (BM ’95, MM ’97).
Vast and diverse programs bring people together
Determined to offer its students an extraordinary education, the University of Denver began the 2007–2008 academic year guided by several far-reaching themes outlined by Chancellor Robert Coombe at Convocation in early fall.

Aligned with the institution’s new vision, values, mission and goals, the themes called for DU to be:

- a university where research and scholarship are focused on the improvement of individual lives and the collective good of the public
- a research university that provides a truly extraordinary undergraduate experience
- a university where exceptional student talent blossoms, thrives and enriches public life
- a great international university for Denver and the Rocky Mountain West
- a university that develops, demonstrates and implements visionary educational practice, from early childhood through graduate education
- a university where ethics, values and social responsibility are imbedded in our curriculum, our culture and in the lives of our graduates
- a university where diversity, inclusion and excellence mold leaders for a changing America

These themes did much to shape the academic environment at DU throughout the year—across the divisions and at every level of instruction. In fact, said Provost Gregg Kvistad, “by focusing on a handful of carefully articulated and tightly focused themes, the University has created a lively and dramatically diverse intellectual environment with all the advantages of a small college and the research culture of a larger institution.”

Characterized by the opportunity for close relationships with faculty mentors and an environment that fosters collaborative and hands-on learning, the undergraduate experience was shaped by many programs piloted and refined under the Marsico Initiative. The initiative—which was spurred by a $10 million gift from alumni Tom and Cydney Marsico—was launched in 2002 to intensify arts and sciences education at DU. Many of the programs originated under the initiative have received permanent funding and now constitute an integral part of the undergraduate experience. In addition, the initiative added 24 tenure-track faculty positions and 20 lecturers to key programs.

The initiative’s signature programs include a first-year experience that begins with a four-credit seminar introducing incoming students to the nature of university-level work and to the concept of intellectual passion. It continues in winter and spring with a two-course writing sequence that develops strong skills through multiple writing experiences. The emphasis on writing advances throughout the next three years, with writing-intensive courses offered throughout the disciplines and across the curriculum. Writing courses are supported by a Writing and Research Center that provides consultations to individual students. (In 2008, the University’s comprehensive Writing Program became one of only 23 programs internationally to have earned a Certificate of Excellence from the Conference on College Composition and Communication.)

Other Marsico programs in effect in 2007–2008 include new math foundations courses that cultivate quantitative reasoning, a visiting scholars program that builds intellectual depth, and enhanced opportunities for hands-on learning via field experiences and internships.

Thanks to the Marsico programs, the undergraduate experience at DU reflects the faculty’s aspirations. “When we embarked on this faculty-driven initiative,” Kvistad said, “we asked ourselves, ‘What kind of people do we want to help produce?’ With their strong emphasis on writing and rhetoric, with their multiple opportunities for close interaction with faculty mentors, our undergraduate programs are designed to produce thoughtful graduates who are motivated and prepared to contribute to their communities and professions.”

As part of its emphasis on the collective good, the University began laying the groundwork for an innovative sustainability movement across several diverse but increasingly interconnected programs, including the Josef Korbel School of International Studies, the Daniels College of Business and the Sturm College of Law. The three programs will collaborate through a forthcoming Sustainability Institute, which will look at sustainability issues from numerous global perspectives.
a university where exceptional student talent blossoms
The sustainability focus was complemented by the Daniels College’s emphasis on training business leaders to develop and guide the “sustainable enterprise,” characterized by environmental integrity, cultural equity and economic prosperity. According to this precept, businesses and other organizations in the 21st century must adopt sustainability to ensure both the well-being of the organization itself and also the health of the society in which it operates.

The University’s emphasis on the collective good, on efforts that benefit people and the community, was reflected in many ongoing research endeavors conducted in departments and divisions across campus. For example, Rahmat Shoureshi, dean of the School of Engineering and Computer Science, received a grant to develop brain-imaging technologies that may soon allow amputees to control electronic prosthetics with just a thought. Other faculty research covers everything from international futures forecasting, optical-based direct brain control of prostheses, regulation of insulin and glucagons secretion, and compounds for shielding against ionizing radiation to deciphering the evolution of the opioid/orphanin-gene family.

Programs at the graduate and professional level also addressed the public good, including the Graduate School of Professional Psychology’s master’s degree in international disaster psychology, a training program that is the first of its kind at a major U.S. university. Students are trained to address the psychological and psychosocial needs of international communities contending with human-made and natural disasters, HIV/AIDS and other health-related pandemics. This integrated course of study combines the fields of clinical psychology, public health, disaster mental health and humanitarian aid.

The Graduate School of Social Work, meanwhile, participated in a unique partnership with the Colorado Department of Human Services, Pueblo Community College and many other agencies to meet the need for graduate-level social work education in the rural and tribal communities of the Four Corners area. The school offered a master’s program focused on enhancing social service delivery systems, addressing the special needs of rural communities, dealing with the concerns and needs of multiethnic communities, with special emphasis on local Native American communities, and strengthening the professional social work infrastructure of Four Corners communities.

Biomedical studies at the University received a boost when the Eleanor Roosevelt Institute, dedicated to solving the mysteries of human disease, moved from its facility near downtown Denver and relocated to the University Park campus in January 2008. The move puts ERI-affiliated researchers at the heart of the University’s ongoing Molecular Life Sciences and Biophysics Initiative, which seeks to develop a comprehensive understanding of biological processes at the cellular, molecular, biochemical and physical levels.

One of three strategic initiatives spearheaded by the Division of Natural Sciences and Mathematics, this critical effort involves faculty from three departments — biological sciences, chemistry and biochemistry, and physics and astronomy. Not only does the initiative provide basic scientific research for medical developments, it offers students at the undergraduate and graduate levels the opportunity to practice cross-disciplinary science — a skill that will characterize the research environment of the future.

In programs serving nontraditional students, the emphasis was on preparing the ground for future developments. At University College, for example, a major curriculum revision advanced, allowing for more focus, greater coherence and increased flexibility. Under the leadership of a new dean, Lynn Gangone, the Women’s College instituted a strategic planning process that will shape the curricula and the college’s marketing strategy for years to come.

Finally, in the interest of promoting the lifelong learning so critical to our country’s future, the University launched its first Alumni Symposium Weekend in October. The event featured keynote addresses by two prominent DU alumni and more than 20 educational seminars and discussions led by DU faculty. For alumni and faculty, the Alumni Symposium represented an opportunity to continue the intellectual exchange long after graduation day.
New Deans Emphasize Strengths and Opportunities

In 2007-2008, the University completed two national searches for new deans, one to lead the Daniels College of Business and the other to direct the Divisions of Arts, Humanities and Social Sciences.

As she assumes the helm at the Daniels College of Business, Christine Riordan looks forward to keeping Daniels competitive in the educational marketplace by enhancing the academic reputation of the college, shaping programs and initiatives that will benefit students, cultivating Daniels as a community of choice and building financial strength for the college.

Fortunately, she said, the college is well positioned for that challenge. “There is a lot of energy among our faculty, staff, students and alumni. This is an important time for us to position ourselves in the business school marketplace. We are absolutely going to leverage our current strengths as well as build new opportunities.”

Riordan earned her bachelor’s degree from Georgia Tech and her master’s and doctorate from Georgia State. She then spent several years at the University of Georgia’s Terry College of Business, where she was managing and founding director of the Institute for Leadership Management.

After her stint at the University of Georgia, she was associate dean for three years at Texas Christian University’s Neeley School of Business in Fort Worth. She arrived at DU with a solid reputation in leadership development and diversity.

“... the more you know about the University and the Daniels College and all the different units on the campus, the more you’re impressed, just because there are so many great things going on. DU is an exceptional university.”

Anne McCall comes to DU from Tulane University in New Orleans, where, as an associate dean, she helped the school and city tackle the ravages of Hurricane Katrina.

A language specialist with fluency in French and German, McCall accepted her new post hoping to help the division develop its many resources.

“There’s a lot here at DU that excites me,” McCall said. “What interested me in a general way was the opportunity to come to a University that’s in what I would call that ‘magic’ size zone: big enough so there are many different kinds of programs and opportunities and interdivisional exchanges, small enough so you’re not anonymous — with an emphasis on teaching and high-caliber research taking place at the same time.”

McCall plans to focus on enhancing the framework for research and on fostering connections and collaboration across departments and disciplines. She also hopes to spearhead the development of a Language Center, which will serve students satisfying their language requirements and preparing for stints abroad through the Cherrington Global Scholars program.

On that score, she brings plenty of firsthand experience to the table. McCall completed her PhD at the University of Strasbourg and worked on her dissertation during an extended stay in Madrid.

Anne McCall — Dean
Divisions of Arts, Humanities and Social Sciences

“... the really great programs, when they get started, almost always come from a really cool faculty idea.”

“As you assume the helm at the Daniels College of Business, Christine Riordan looks forward to keeping Daniels competitive in the educational marketplace by enhancing the academic reputation of the college, shaping programs and initiatives that will benefit students, cultivating Daniels as a community of choice and building financial strength for the college.

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“I’ve been familiar with Daniels for years,” said Riordan. “When I was at the University of Georgia, I benchmarked against Daniels because of the strong emphasis on leadership and ethics.”

Christine Riordan — Dean
Daniels College of Business

DU is an exceptional university.”
Morgridge College of Education

With education issues at the forefront of public concern, the Morgridge College of Education is helping develop innovative approaches to educational improvement and practice at all levels.

During his 2007 Convocation address, Chancellor Robert Coombe heralded the college’s coming role in shaping everything from public policy debate to the nature of the learning experience at all levels of the education spectrum.

“We want the Morgridge College of Education to become the fulcrum on which the intellectual capital of the University is leveraged to produce positive change in the schools of our communities,” Coombe told the University community.

Those words resonated with Ginger Maloney, who served as dean of the Morgridge College until summer 2008. She believes that, as the college strives to become an effective agent for meaningful change locally, nationally and even internationally, it is well positioned to harness and deploy the knowledge that has been developed in recent years.

“We are learning more every day about the human brain, how it changes throughout life, and what’s happening biologically and chemically during the learning process. We now have this incredible science that undergirds education. The cutting edge of the field of education is to explore how to apply this basic science of learning to the real-world work of teachers, counselors, librarians and other education professionals — in much the same way that the field of engineering is about applying the sciences of physics, chemistry and biology to solve real problems,” Maloney said.

Throughout 2007–2008, the Morgridge College advanced a number of mission-critical projects. It secured funding for a new Institute for Educational Success, the Marsico Institute for Early Learning and Literacy and a new University Training Center for Reading Recovery. In addition, it continued a number of partnership programs that put faculty and students to work in the community. These include the Ritchie Program for School Leaders, the Boettcher Teacher Program and the Buell Early Childhood Leadership Program. Because these programs build deep partnerships within the community, they have brought a significant amount of external funding to the college.

Through the Boettcher Teacher Program, the Morgridge College partners with the Boettcher Foundation, the Public Education and Business Coalition, Mapleton Public Schools and Adams 12 Five Star Schools to provide an alternative teaching license and a master’s degree in curriculum and instruction, paid for by a full scholarship. With a focus on urban education, Boettcher fellows are mentored through rigorous course work and engaging teaching experiences within the first year of the program. During the five-year commitment, theory and practice are woven together as fellows receive ongoing support from experienced practitioners. Meanwhile, the Buell Early Childhood Leadership Program aims to develop a committed cadre of early-childhood leaders to meet the challenges of achieving high-quality programs for infants and young children in Colorado, especially those at risk of failure due to socio-economic and language barriers.

Within the University, the Morgridge College has also fostered innovative partnerships, including a collaborative effort with the School of Engineering and Computer Science to use computer gaming in teaching math and science. This initiative is aimed at engaging young women and students of color in engineering and other technical fields.

Through endeavors like these, and by training the next generation of leaders, the Morgridge College hopes to maximize its impact on education and educators. “That’s how we make a difference in our community,” Maloney said, “by producing people who can be agents for transformative change in education at all levels and in all venues.”
Training the next generation of leaders
Every year, the University of Denver honors outstanding members of the faculty with a host of awards. The 2007-2008 honorees were recognized at Convocation in September.

**UNITED METHODIST CHURCH UNIVERSITY SCHOLAR/TEACHER OF THE YEAR AWARD**

Co-Honorees

**CYNTHIA McRAE**  
MORGRIDGE COLLEGE OF EDUCATION

**MARGARET WHITT**  
DEPARTMENT OF ENGLISH

**DISTINGUISHED TEACHING AWARD**

**SCOTT LEUTENEGGER**  
SCHOOL OF ENGINEERING AND COMPUTER SCIENCE

**DISTINGUISHED SCHOLAR AWARD**

**HOWARD MARKMAN**  
DEPARTMENT OF PSYCHOLOGY

**JOHN EVANS PROFESSORSHIP**

**BIN RAMKE**  
DEPARTMENT OF ENGLISH

**UNIVERSITY LECTURER**

**JEFF JENSON**  
GRADUATE SCHOOL OF SOCIAL WORK
emphasis on personal attention and innovative practices
From its home in the Rocky Mountains, the University of Denver is reaching out to the world, developing programs and centers with international focus, enrolling students from scores of countries spanning the continents, and sending students overseas to serve and study. What’s more, its alumni are at work in the world, directing businesses, serving their governments and contributing to our understanding of complex issues.

In 2007, the University received a $7.45 million gift from investor/philanthropist Frederick Pardee to support and expand the International Futures program at the Josef Korbel School of International Studies. The gift will fund the Frederick S. Pardee Center for International Futures, directed by Barry Hughes, inventor of the highly respected International Futures modeling system and a professor at the Korbel School. One of the center’s missions is to produce a five-volume series called Patterns of Potential Human Progress, which will center on issues of global justice and equality.

Hughes’ computer modeling system has emerged as a preferred forecasting tool for national and international bodies, including the United Nations, the European Commission and the National Intelligence Council. The system integrates all the major components that dominate global development — sociopolitical and economic factors, population, agriculture, energy, technology and environmental issues — to assist in the formulation of essential long-term strategies.

Still another DU entity, the Center for China-U.S. Cooperation, remained the only institution in the Rocky Mountain region devoted to enhancing understanding of issues affecting the United States and China. In May 2008, the center partnered with the Center for China Studies at National Taiwan University to host an international symposium, comparing development models of China and the United States. Meanwhile, the University of Denver-Bologna International Center for Civic Engagement, an international venue for research and study, received a multi-institution, $180,000 grant from the European Union-United States Atlantis Program to develop and implement an international “Excellence in Mobility” project to address problems confronting contemporary cities.

DU’s international focus and emphasis on academic quality made it an attractive choice for students outside the United States. In the 2007–2008 academic year, DU drew more than 700 students from 89 foreign countries, with the number of students from China up by 98 percent. Heading into the 2008–2009 academic year, China continued the trend, sending the most international students — more than 200 — of any other country. The University welcomed about 800 overseas students from 80 foreign countries to enroll in September 2008, the most in a decade.

“Our success in internationalization really speaks to our reputation abroad,” said Mary Boevers, DU’s director of International Student and Scholar Services. “Bringing international students to DU helps us not only share our vision with the world, but it creates an atmosphere that encourages an exchange of ideas and cultures.”

The University’s emphasis on study and service abroad also encourages cross-cultural exchange. In keeping with DU’s focus on serving the public good, its International Service Learning program sent students around the globe to tackle real-world problems. Students traveled to developing areas in Bosnia, India, Ecuador, El Salvador, South Africa and Thailand to work with refugees, provide health education and offer tutoring to adults and children.

Students also ventured abroad with classmates and professors, intent on developing their knowledge through experiential learning. During one two-week winter interterm science course, students traveled to Thailand to examine the environmental challenges facing urban areas and farming communities. In another geography course, students traipsed through muddy jungles to teach the people of Guatemala’s lowlands how to filter water. They also climbed to the high country to work with visionaries learning to trap mountain mist and create a new fresh-water source.

DU’s wide reach was extended through the efforts of its globally engaged alumni. Gen. George William Casey Jr. continued his service as chief of staff of the U.S. Army, while Secretary of State Condoleezza Rice traveled the world championing...

Other globally active DU alumni include Masoumah Al-Mubarak, who served as Kuwait’s health minister until 2007; Ambassador Mohammad Javad Zarif, the former permanent representative of the Islamic Republic of Iran to the United Nations; Pierre-Michel Fontaine, the former director of the Office of the High Commissioner for Human Rights in the Democratic Republic of Congo; Thomas M. Stauffer, president, chief executive officer and professor of management at the American University of Afghanistan; Robert M. Perito, senior program officer, Center for Post-Conflict Peace and Stability Operations, U.S. Institute of Peace; and Paul Trivelli, U.S. ambassador to the Republic of Nicaragua.

**Cherrington Global Scholars**

With globalization presenting so many social and economic challenges, it’s imperative that University of Denver graduates become comfortable with and knowledgeable about different cultures and countries. That’s the premise behind DU’s Cherrington Global Scholars program, an academic initiative that sends eligible juniors and seniors abroad for at least a quarter of study. They do so at the same cost of a comparable period at DU. The opportunity allows students to study differential equations in Budapest or organizational behavior in Johannesburg, all while immersing themselves in a different culture.

Study abroad has grown so popular that it has exceeded one of its chief goals: to send 60 percent of DU undergraduate students to another country for academic pursuits.

Along with other DU study abroad efforts, Cherrington Global Scholars has put DU at the forefront of internationalization efforts. According to the Institute of International Education’s “Open Doors” report, the University now ranks first among doctoral/research institutions in the percentage of undergraduate students who spend significant portions of their academic careers studying in a foreign country. The report shows that DU sent 74.4 percent of its undergraduates abroad, more than any other school.

Although not every DU student who studies abroad is involved in Cherrington Global Scholars, the Cherrington program has proven to be, as expected, a tremendous boost. For example, the University of Denver had 268 students participating in study abroad in 2003–2004, the year prior to the launch of the Cherrington program. In 2004–2005, when the first students participating under Cherrington were included, the number of DU students studying abroad for at least a quarter or semester jumped to 459. The numbers have climbed ever since, reaching 629 in 2007–2008.

“In establishing our study abroad academic relationships with the institutions we work with, we have several primary goals in mind,” said Eric Gould, vice provost for internationalization. “We need to serve all academic departments at the University. We also need to serve all languages that are taught at the University—and some other languages, besides.”

That means the program must cultivate relationships with institutions all over the world. “By area of the world as well as by culture, we need to have a highly diverse geographic representation. And we need, really, a diverse set of programs in terms of a variety of students’ skills, ability and readiness for independence in studying abroad,” Gould said, noting that DU sends its study abroad participants to more than 100 institutions of higher learning. These are located on every continent, with the exception of Antarctica.
Traveling and Studying With …

**Patrick Dichter** hadn’t traveled far from his Morrison, Colo., home before enrolling at DU. But when the University’s Cherrington Global Scholars program opened the way, he set his sights on another continent and another language.

Dichter’s time in France in the fall of 2007 was nothing short of intense. Opting for the independent, sink-or-swim atmosphere of a French dorm instead of a host family, Dichter threw himself into his immersion experience, combining intense language classes with whirlwind explorations of Rome, Madrid and the French Mediterranean coast.

“My main focus was to develop my French, learn about another culture and travel,” Dichter said. “There is so much value in seeing the world at a young age and seeing other cultures and seeing how other people view the United States. The younger you are, the more open you are to all those new things and ideas, and the more it helps you figure out what you want to do in life.”

The 21-year-old international business major is pursuing dual minors in French and finance. He hadn’t really considered study abroad until he came to DU and discovered the Cherrington program. His four months in France at the University of Aix-Marseilles opened his eyes, he said.

In France, he lived in a residence hall with a mix of students, many of them French, but many of them from other countries. The only language they had in common was French, so he rarely spoke anything but. After classroom study focusing on language, afternoons were spent getting lost in downtown markets and learning about a new culture.

“If there hadn’t been so much emphasis on study abroad here at DU, I probably wouldn’t have taken part in the program,” he said. “It turns out it was a huge part of my education.”

**Emily Kolm** wanted to go somewhere unconventional and learn something unusual. DU’s Cherrington Global Scholars program sent her to Kenya, where she learned Swahili.

“East Africa has always appealed to me, and the program module was really great,” she said, after spending three months in the capital city of Nairobi in the fall of 2007. “We worked on developing health and social programs, really getting in and doing the groundwork. I got a real feel for what development work really involves.”

Kolm, 21, is a native of Golden, Colo., majoring in international studies and creative writing. Learning about the different social programs governments develop — everything from health clinics to art centers — opened her eyes to a world of possibilities.

She lived with two host families who helped her learn about their country while encouraging her to explore the bustling metropolis on her own. She also took intensive classes and participated in lectures, fieldwork and independent study. By the time she left, Kolm said she could converse in the local street language, a mixture of English and Swahili.

She wrote about her time in Kenya in an essay for Cherrington Global Scholars: “There were difficult times while I was in Kenya; there were times that I felt very out of place, lonely for my friends and family back home, angry about poverty I had seen, or just frustrated with the complications with living in a foreign country. One time I came home to my Nairobi host mom after a frustrating day of getting lost on the public transportation system of matatu vans. My host mom fixed me a calming thermos full of Kenyan chai and told me: Kupotea njia ndiyo kujua njia: When you get lost, you will end up knowing the way.”

Kolm’s time in Kenya did indeed help her know the way. “In addition to what I learned in the classes, I picked up language skills, cultural skills and a new sense of resourcefulness.”
creating an atmosphere that encourages cultural exchange
The Josef Korbel School of International Studies:  
Making a Difference in the World

When diplomat Josef Korbel and his family escaped their native Czechoslovakia during World War II, moving first to Great Britain and later to the United States, they longed for a society free of fascism or communism, one in which freedom is a “given.”

They found what they were looking for in the United States, settling first in New York and then, in 1949, moving west to begin a lasting and defining relationship with the University of Denver. After 15 years as a professor of international relations with the University, Korbel founded and became the first dean of the Graduate School of International Studies. The year was 1964.

Korbel worked tirelessly until his death in 1977, establishing and refining a professional program in international studies that would prepare DU students for distinguished careers and, through the research contributions of its faculty, would promote within the region a far greater understanding of complex international issues and further greater cooperation globally among nation-states by clarifying their common interests in an increasingly interdependent world.

Inspired by Korbel’s legacy, in 2008 the University changed the name of the Graduate School of International Studies to the Josef Korbel School of International Studies. The new name became official at a May 28 ceremony attended by Korbel’s children, including former U.S. Secretary of State Madeleine Albright.

The new name complements the school’s rising stature. In fact, Foreign Policy magazine currently counts the school among the nation’s best. “The school now ranks among the top 10 reputationally, and it seemed an appropriate moment— if you were going to name it after its founder— to do it,” said Tom Farer, who has served the school as dean for a dozen years.

The school prides itself on producing graduates who go on to make a difference in the world. Its alumni include Condoleezza Rice, U.S. secretary of state; Heraldo Muñoz, Chilean ambassador to the United States; M. Javad Zarif, former Iranian ambassador to the United Nations; Jami Miscik, former deputy director of the Central Intelligence Agency; Gen. George W. Casey Jr., U.S. Army chief of staff; and Susan Waltz, former chair of the international executive committee of Amnesty International.

“This is such a complex interdisciplinary program,” said Farer. “From the social sciences, we cherry-pick and integrate relevant themes in politics, economics, geology, anthropology and psychology; to them, we add courses in law, history, management, public policy and public administration. And to them, we add highly technical courses that enable graduates to add value to institutions from the moment they join them.”

Offering six degrees and three certificate programs, the Josef Korbel School strives to prepare students with the intellectual and technical skills to succeed in either the private, public or nonprofit sectors. “What we’re doing, in essence, is somewhat similar to what the business school does,” Farer said. “They call them ‘managers.’ We call them ‘administrators’ and ‘analysts.’ And most people will end up doing both in the course of a career in public, private and nonprofit institutions that conduct transactions across national frontiers. We’re training people to be leaders.”

That means, among other things, exposing students to visiting scholars and professors from around the world. It means running in-house research and training units such as the Center for China-United States Cooperation, the Center for Sustainable Development and International Peace, and the human rights center called CORD. It also means exchanging ideas and resources with other institutions and countries.
The campus of any forward-looking college or university lives, breathes and evolves. That's certainly true of the University of Denver, which has seen numerous new buildings added to its skyline over the past 15 years.

In 2007–2008, the University wrapped up major construction on Nagel Hall, a 21st century residence building that also accommodates academic programs. In fact, the psychology department has offices and research facilities in the building’s garden level. Nagel Hall also serves as a crossroads for the entire University community.

“Nagel Hall is designed in a way that, we hope, allows and certainly encourages people to move through it who are not necessarily residents in the building,” said University Architect Mark Rodgers. “So I describe Nagel as ‘Grand Central Station.’ The building’s dining facility is designed to be ‘grab-and-go’—it’s meant to be very frantic, very active. It’s a place where you’re not sure who’s going to be there. But you can walk through it, and if you see your friends, you can stop and grab a meal.”

Rodgers expects that Nagel Hall will receive LEED (Leadership in Energy and Environmental Design) certification from the U.S. Green Building Council at least at the silver level. The building may even qualify for gold-level certification.

“Several years back, we built the Ricketson Law building, and it was certified as the first LEED gold building in Colorado,” said Rodgers. “But that’s a reflection not necessarily of us being extremely innovative—as much as I think we are—it’s more that we’ve always been building well.”

Work also continued in 2007–2008 on designs for Katherine A. Ruffatto Hall, which will provide a state-of-the-art facility for the Morgridge College of Education, for a new building to house the School of Engineering and Computer Science, and for a soccer complex and art annex near the Ritchie Center for Sports & Wellness. The University’s staff of architects also tackled plans for a renovation to the library and alterations to the student center, converting them to an Academic Commons that will serve the entire University community.

The design for Ruffatto Hall enhances the Morgridge College’s role as a community partner by opening to busy East Evans Avenue and by incorporating plenty of spaces that promote collaboration. The design for the proposed School of Engineering and Computer Science, meanwhile, will make a bold statement in terms of how land is used and how the south end of campus develops.

The new 1,800- to 2,000-seat soccer stadium will incorporate a strength and conditioning complex that will allow the athletics program to train whole teams at one time. The nearby art annex will provide 12,500 square feet of studio space for drawing and painting. Plans call for the annex to be tucked partly into the ground and to feature a large skylight and side windows.

The Academic Commons project is focused on fostering interaction. “We’re going to transform both the library and the student center over, we hope, the next five to 10 years to create advantages that should be clearly, patently obvious to our students, our alumni, our faculty, our staff, our visitors,” Rodgers said. “And that’s in terms of how those buildings ‘feel’—but more importantly, how the buildings foster the interactions we really want to push in terms of how our students learn.”

In contemplating any new building for the DU campus, Rodgers emphasizes certain essential criteria.

“Our campus was so disparate in terms of architectural heritage that we adopted a couple of rules,” he said. “One is: Build the buildings so they all ‘fit’ together. So we’ve learned to love Collegiate Gothic, which is the common style of our red-brick buildings trimmed in limestone with pitched roofs. That’s the style on which we felt we could best unify the campus design.

‘And the second rule is: You have to assume that buildings’ uses will change. For example, one of our landmark buildings is the Mary Reed Library, which, over time, is becoming something completely different, even while we are working hard to restore some of its signature spaces. Programs change. Are the design — and the plan — strong enough and reasonable enough that they can embrace a new use?’
Enhanced Environmental Awareness

Thanks, in large part, to the efforts of some green-minded students, the University of Denver community is being encouraged to “Get Caught Green-Handed.”

This call for enhanced environmental awareness — expressed on posters and other collateral materials to be posted around campus — originated with the Daniels College of Business and two of its graduate students, Charlie Coggeshall and Jeff Malcolm, who completed their master’s degrees in 2008. Focusing on environmental management, Coggeshall and Malcolm wanted to see the Daniels College and the entire campus participating in environmental initiatives.

With that in mind, Coggeshall worked alongside undergraduate seniors Liz Pattison and Mary Jean O’Malley on DU’s new Sustainability Council’s Reduce/Reuse/Recycle committee to energize the institution’s recycling program. One of the committee’s goals was to place single-stream recycling bins in prominent locations in every building on campus.

This one act, Coggeshall said, will not only increase the amount of materials that are recycled, it will foster awareness about consumption habits and the role individuals play in reducing them.

“A university should be the most progressive place in the city, leading the way. And we want to be leaders in recycling,” Coggeshall said, noting that single-stream bins mean participants can toss all their recyclables, everything from newspapers to plastic bottles, into the same receptacle.
In June 2007, Chancellor Robert Coombe officially made DU a signatory to the American College & University Presidents Climate Commitment. That commitment requires the formation and adoption of a quantifiable sustainability plan on the part of each participating institution. In fact, signatories to the commitment are expected to integrate sustainability into their curricula, complete and periodically update a comprehensive inventory of all university-related greenhouse gas emissions, and develop an institutional action plan for becoming climate neutral—and thus minimizing global warming—as soon as possible.

The University of Denver’s sustainability plan is being carefully devised by DU’s newly created Sustainability Council, formed in fall 2007 and chaired by Professor Federico Cheever of the Sturm College of Law. The council includes members from three key groups: faculty, staff and students.

In its first months of existence, the council mobilized to tackle several high-profile issues. First, it laid the groundwork for an ambitious campus-wide recycling program, slated to launch in fall 2008. It also began work on developing a carbon-neutrality plan, one of the primary requirements of the Presidents Climate Commitment.

Setting the standards for carbon neutrality involves an ongoing process of evaluation, Cheever said. “We’ve received our ‘greenhouse-gas inventory,’ which is basically the first step in the Presidents Climate Commitment process. The inventory tells us where our greenhouse-gas emissions come from and how much they are.”

DU’s primary concern related to greenhouse-gas emissions grows out of its reliance on off-site power generation. Even though the University purchases wind power, that alternative source offsets less than one-third of all the electricity used on campus.

As Cheever noted, reliance on off-site power generation is one of the biggest issues facing the nearly 600 signatories to the climate commitment. “We have to find ways, over time, to reduce the greenhouse-gas emissions from our consumption of offsite-generated power,” he said. “In this regard, there is a lot going on, with the city, with the state, with universities across the country. There’s a consortium of Colorado universities working on this issue.

“The thing to keep in mind — as they always keep telling me — is that, really, the first thing is conservation,” said Cheever. “In other words, the power you don’t use is the cheapest way of reducing your carbon footprint. Then it’s only logical: The next step is efficiency, meaning power you use well. The third step is technological innovation, which involves all of the really innovative technologies.”

With an eye toward strategic management of its resources, the University is examining everything from its light fixtures and lighting plans to the controls regulating its heating and cooling systems. As it designs new buildings and additions, the University is also considering alternative technologies such as solar power. All of these steps should save the institution money while reducing greenhouse-gas emissions.

The savings and efficiencies that result from conservation initiatives could fund investments in additional energy-saving technologies. “That way,” Cheever said, “the way you spend money is connected to what has worked in the past, and it can create some real advantages in advancing very serious environmental objectives.”
FINANCIAL OVERVIEW

At the close of fiscal year 2008, the University's financial position was strong, with enrollment trends, significant reserves and fundraising successes positioning the institution for a stable future and for continued investment in academic programs.

The University's revenue stream remained largely dependent on tuition, with tuition and fees accounting for 67 percent of all revenues, auxiliary operations accounting for 12 percent, gifts and endowment distribution providing 7 percent, grants and contracts constituting 6 percent, and miscellaneous other sources counting for 8 percent.

The year just ended marked the 18th consecutive year that the University completed its fiscal year with an operating surplus, ensuring improved liquidity and allowing the University to make investments that support its vision and mission. The operating margin for the year was $33.9 million on expenses of $307 million, compared to a margin of $39.7 million on expenses of $282 million in the prior year. Of the 2007–2008 operating surplus, $13.6 million was transferred to about 70 "gain-share" accounts. (The University's budget process rewards good stewardship by departments and divisions, allowing units that do not spend their budget to reserve them in "gain-share" accounts for later use.) Of the remaining surplus, $9.1 million was transferred to plant funds for specific projects, $3.8 million to designated reserves and $6.8 million to undesignated plant fund reserves.

The largest component of the positive operating margin was a net tuition variance of $10.5 million, attributable to a larger than budgeted first-year class, improved persistence among upper-level undergraduates and greater participation in dual degree programs that award both degrees after the fifth year. In addition, the University made a concerted effort in 2007–2008 to constrain compensation costs, which historically account for nearly 60 percent of all University operating expenses, by limiting the number of new staff positions. This consistent track record of positive operating numbers has ensured that the University enjoys improved liquidity.

At the close of the fiscal year, the University's endowment stood at $300 million. Just three years ago, the endowment was $194 million. Growth since then can be attributed to favorable investment performance and substantial gifts specifically solicited and designated for the endowment. Development of the endowment remains a priority for the foreseeable future.

The University maintains a diversified portfolio relying on 33 investment managers investing in asset categories that include private equity, hedged equity and absolute return, as well as other equity, fixed-income and real estate investments.

As of June 30, 2008, the University had $148 million of long-term debt outstanding. Moody’s gives the University of Denver an A1 rating, citing its significant investment in facilities and its strong operating performance. Standard & Poor’s awards the University an A rating, based on its steady headcount enrollment, facilities, moderate debt burden and strong fundraising capability.
During the two fiscal years from July 1, 2006, through June 30, 2008, funds raised at DU totaled nearly $150 million, including both gifts and future commitments. In each of those two years, DU raised more than $70 million — more than ever realized in a single prior year at the University.

Of that $150 million total, more than $45 million was designated for scholarships. Over $65 million was committed to the endowment, while more than $26 million was directed toward new capital projects.

DU officials attribute this stellar performance to a continuation of momentum built during the 16-year tenure of DU’s previous chancellor, Daniel L. Ritchie. “His commitment to encouraging academic excellence among our faculty and students, as well as his work to revitalize many buildings and spaces on campus, provided the groundwork for our current efforts to strengthen the University,” said Scott Reiman, a trustee of the University and chair of the investment committee.

To support the University’s commitment to academic programs and scholarship, Chancellor Robert Coombe and Vice Chancellor for Advancement Ed Harris have established an ambitious fundraising strategy. They have developed a greater focus on major gifts as well as gifts that have transformative potential for the University. As a result, Coombe and Harris have garnered resources not only for the University’s building projects, but also for establishing endowed faculty chairs and student scholarships. These priorities reflect the central themes set forth by Coombe when he became chancellor.

Coombe expects the University’s fundraising momentum to culminate in the kinds of programs and initiatives that make up a great university. Strong fundraising will make it possible for DU to build its endowment while continuing its investment in programs and people. “Our focus in coming months and years will be on further developing the academic programs that have made DU the top choice for so many high-achieving students, both at the undergraduate and graduate levels,” Coombe said. “That means, in part, channeling attention and resources to faculty scholarship, research and creative work. After all, faculty and student accomplishments account for a great proportion of our reputation and stature in the academic world.”

The University has completed fundraising for several major facilities, including the Morgridge College of Education’s Katherine A. Ruffatto Hall, a new soccer stadium and a training and conditioning facility for varsity athletes. DU also is well positioned to secure lead gifts for the proposed School of Engineering and Computer Science building as well as the Academic Commons, which will involve the student center and the library. DU’s near-term fundraising targets include these capital projects and endowed funds for scholarships and faculty positions.

The May 2008 renaming of the Graduate School of International Studies to the Josef Korbel School of International Studies represented another watershed event for the University. The renaming provided an impetus for fundraising, building on the combined $20 million in funds raised and institutional commitments that have been designated to the Korbel School over the past two years.

A key to reaching these milestones, said Harris, is recognizing the investment aspect of these individuals’ gifts to DU. Donors increasingly expect results and accountability from their investment in the institution, and they want to know that their gifts are making a difference in society.

“People give to excellence. They invest in excellence,” said Harris. “These donors are making an investment in the vision of DU, and we must honor that. Our past two years of fundraising have demonstrated that there are many people in our community who see the University of Denver as a worthwhile investment. They understand that we’ll do the right thing with their gift, and that it will have an impact not only on the mission of DU, but in the broader community: Denver, the state, the region, the nation and the world.”
Over the last 18 years, the University of Denver has invested time, energy and millions of dollars in improving its physical assets—its buildings, grounds and infrastructure. Like the University’s endowment, these assets must be managed carefully and wisely to ensure their long-term viability and to guarantee that they can serve the students and faculty who rely on them.

Since the early 1990s, the University’s investment in infrastructure and new buildings has totaled about $474 million. About half of the University’s current built-out environment has been constructed or renovated in the last decade. The new buildings were designed and built to stand for decades, if not centuries, providing they are cared for properly.

With its long-term financial health in mind, the University has made ongoing maintenance of its campus assets part of the institution’s budget-development process. Recently, in response to a request from the board of trustees, the University completed a detailed analysis of every building and every system within each building, looking at everything from roofs and mechanical systems to program space. “We looked at what should be addressed or renovated—or replaced, for example, in terms of equipment—and developed an estimate of when. We arrived at an annual estimate for renovation and renewal that totaled $12.8 million, compared to the $3.2 million that was structurally in the budget,” said Craig Woody, vice chancellor for business and financial affairs.

Once this analysis was completed, Woody and Provost Gregg Kvistad worked with the Facilities Management staff to determine how to cover the necessary funding. They did so by reviewing both central University and departmental resources. Just as important, they established a systematic method to assure that the University never fails to address its maintenance requirements.

“The very culture of this institution requires and demands a certain keen attention to detail on a day-to-day basis,” Woody said. “This is all part of our recognition that it’s the steeple on a building, it’s clean, beautiful architecture, it’s the quality of the grounds. Every one of those things, every piece, has to go together when you think about the statement that the place, the University of Denver, makes.”

The discipline begins with close budget oversight. “If you take a look at the University’s year-to-year operating margins—which consist of revenues less expenses—we’ve been very strong,” Woody said. “A targeted $2.5 million of the operating margin has generally been transferred to the physical-plant fund for renovation and renewal, which augments the base amount in the operating budget. The University has also used a portion of its annual operating margin to match lead donations or to augment donor contributions for a new building project.

That has been made possible by the involvement of deans and directors in budget development and monitoring, Woody said, noting that budget restraint results from “the way we align our financial incentives so good management is rewarded.” In other words, departments are allowed to carry forward conserved capital from one year to the next—a policy that has contributed to solid operating-margin results for the past 18 years.

In addition to developing an adequate budget for maintenance, the University has committed its vision for the stewardship of campus to a land-use plan, first authored in 2002 and updated in fall 2007. Recognizing the importance of a carefully maintained campus to the institution’s student-recruitment, fundraising and program-development efforts, the plan outlines how the University will move forward in its stewardship of the campus. In addition to providing for future construction, it calls for strict maintenance of green space and preservation of sight corridors and vistas to the mountains.

“The very culture of this institution requires and demands a certain keen attention to detail on a day-to-day basis,” Woody said. “This is all part of our recognition that it’s the steeple on a building, it’s clean, beautiful architecture, it’s the quality of the grounds. Every one of those things, every piece, has to go together when you think about the statement that the place, the University of Denver, makes.”
ENDOWMENT FUND ADDITIONS
MILLIONS OF DOLLARS

ENDOWMENT FUND MARKET VALUE
MILLIONS OF DOLLARS

ASSET ALLOCATION OF THE ENDOWMENT FUND

- Large Cap Equities 18.2%
- Private Equity 10.1%
- Small/Mid Cap Equities 5.4%
- International Equities 6.5%
- Absolute Return 17.0%
- Hedged Equity 17.5%
- Real Estate 9.1%
- Cash/Short-term Treasuries 16.2%

FUNDING SOURCES FOR CONSTRUCTION PORTFOLIO

- Contributions $224,789,235
- Bond Proceeds $123,116,739
- Sale Proceeds $39,498,239
- Internal Funds $86,542,001

TOTAL: $473,946,214

Contributions
Bond Proceeds
Sale Proceeds
Internal Funds

Contributions
Bond Proceeds
Sale Proceeds
Internal Funds
## FINANCIAL SUMMARY

### Thousands of Dollars

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<td><strong>Total expenses</strong></td>
<td><strong>230,141</strong></td>
<td><strong>250,439</strong></td>
<td><strong>264,219</strong></td>
<td><strong>282,335</strong></td>
<td><strong>307,569</strong></td>
</tr>
<tr>
<td><strong>Net Operating Results</strong></td>
<td><strong>14,688</strong></td>
<td><strong>20,511</strong></td>
<td><strong>27,274</strong></td>
<td><strong>39,747</strong></td>
<td><strong>33,911</strong></td>
</tr>
<tr>
<td><strong>Nonoperating Activities</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Undistributed investment gains/(losses)</td>
<td>14,067</td>
<td>10,347</td>
<td>17,097</td>
<td>27,993</td>
<td>(6,701)</td>
</tr>
<tr>
<td>Endowed gifts</td>
<td>6,020</td>
<td>21,647</td>
<td>14,040</td>
<td>23,654</td>
<td>28,608</td>
</tr>
<tr>
<td>Other nonoperating activities</td>
<td>24,774</td>
<td>(1,456)</td>
<td>(6,582)</td>
<td>9,033</td>
<td>10,279</td>
</tr>
<tr>
<td><strong>Total Nonoperating Activities</strong></td>
<td><strong>44,861</strong></td>
<td><strong>30,538</strong></td>
<td><strong>24,556</strong></td>
<td><strong>60,681</strong></td>
<td><strong>32,185</strong></td>
</tr>
<tr>
<td><strong>Net change in total assets</strong></td>
<td><strong>59,549</strong></td>
<td><strong>51,049</strong></td>
<td><strong>51,830</strong></td>
<td><strong>100,428</strong></td>
<td><strong>66,096</strong></td>
</tr>
<tr>
<td><strong>Total net assets, beginning of year</strong></td>
<td><strong>495,850</strong></td>
<td><strong>555,399</strong></td>
<td><strong>606,449</strong></td>
<td><strong>658,278</strong></td>
<td><strong>758,706</strong></td>
</tr>
<tr>
<td><strong>Total net assets, end of period</strong></td>
<td><strong>$555,399</strong></td>
<td><strong>$606,449</strong></td>
<td><strong>$658,278</strong></td>
<td><strong>$758,706</strong></td>
<td><strong>$824,803</strong></td>
</tr>
</tbody>
</table>
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Steven Farber
Margot Gilbert Frank
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Jane Hamilton
Richard Kelley
Patricia Livingston

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Vice Chancellor for Enrollment

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Registrar

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Dean, Graduate School of Professional Psychology

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