WE SEEK TO BE A MIGHTY ENGINE OF POSITIVE CHANGE, FUELED BY HOPE, PERCOLATING WITH IDEAS, PULSING WITH THE VITALITY OF MANY CULTURES, TOUGH AND DETERMINED, OPEN-MINDED AND OPTIMISTIC, COMMITTED TO STUDENTS AND COMMUNITY, TO EXCELLENCE AND INNOVATION, TO INTEGRITY AND ENGAGEMENT.
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Learn more at [www.du.edu/annualreport](http://www.du.edu/annualreport).
Dear Friends,

The past year was an extraordinary one for all of higher education. The onset of the recession and the decline of the markets had an impact on all of us, upending both institutional endowments and family finances. Colleges and universities dependent on endowment earnings suffered, as did tuition-dependent institutions with unstable enrollments. Institutions with heavy burdens of adjustable rate debt and limited liquidity were perhaps most threatened. We at the University of Denver were fortunate to be able to face this uncertain time from a position of considerable strength and flexibility, and last year was ultimately a very good one for our university. As is shown in this annual report, it was a year in which our enrollments held solid and the quality of our academic enterprise continued to improve, even as income from our endowment and other investments declined.

While we understand fully that it will take some time for the economy to rebalance itself and that the associated uncertainty will continue, we look forward to the coming years with great optimism. We have begun the current year (fiscal year 2010) very well, indeed. Times of challenge and change are also times of opportunity, particularly for institutions that are open-minded, agile and entrepreneurial. Those are certainly the attributes of our university.

Sincerely,

Robert D. Coombe

Robert D. Coombe
Dear Friends,

Every year, the University of Denver has a superb story to tell.

The 2008–2009 academic year was no exception. True, the economy presented its challenges, but the University responded with resolve, imagination and a renewed commitment to improve — always improve — education, research and personal growth opportunities for students.

A review of the past year reveals our preference for action. Our students were learning and serving on six continents. Here at home, they were working on behalf of presidential candidates, volunteering in the public schools, participating in challenging research projects, pursuing athletics championships and, inside the classroom and out, confronting the challenges that face our world. Meanwhile, our faculty was creating new knowledge, exploring new ideas and, of course, mentoring the next generation. It’s no wonder we have reason to be optimistic about the future.

That is the University’s ongoing story: fast-paced, action-packed, focused on people and centered around the great issues of the day.

I’m confident the next chapters in the University of Denver story will bring even more fascinating developments. With past as precedent, you can always count on the University to set ambitious goals and to pursue them with passion.

Joy S. Burns
Chairman
University of Denver Board of Trustees
JULY  2008

• The University of Denver begins its 2009 fiscal year — and its 145th year — with its endowment at an all-time high of $300,493,943.

• At a 25-day field school, DU students work alongside Bonnie Clark, assistant professor of anthropology, and a team of archaeologists to excavate Camp Amache, a World War II internment camp in southeastern Colorado. Camp Amache was one of 10 War Relocation Authority camps where Japanese-Americans were forced to live following the bombing of Pearl Harbor. Clark’s field team discovers that the inmates toiled over elaborate gardens in several areas of the internment camp. “They put a lot of work into what they hoped was a temporary situation,” Clark says. “It speaks to the ways they tried to make a bad situation better.”

AUGUST  2008

• A new campuswide recycling program kicks into high gear, initiated by several DU students working closely with the University’s Sustainability Council. The program aims to reduce waste by 50 percent, slashing the University’s carbon footprint and the amount of trash sent to landfills and incinerators.

• With the Democratic National Convention under way in downtown Denver, dozens of DU students embark on jobs and internships with the Democratic National Committee and with national and international news organizations covering the historic nomination of Barack Obama as the party’s candidate for the presidency. CBS News alone hires 22 DU students, who take on everything from assisting production crews with logistics to fielding phone inquiries. The campus also hosts 840 DNC delegates and staff members during the weeklong gathering.

• As the Democratic National Convention continues in downtown Denver, the Josef Korbel School of International Studies joins the National Democratic Institute and the Council on Foreign Relations in co-hosting a roundtable discussion on the foreign policy issues awaiting the country’s next chief executive. Staged at Boettcher Concert Hall downtown, the discussion features former Secretary of State Madeleine Albright, former U.N. Ambassador Richard Holbrooke, former Senate Majority Leader Tom Daschle, NBC News special correspondent Tom Brokaw and Korbel School Dean Tom Farer. The event is one of 10 issue-oriented panels set up by the convention’s executive committee. The audience includes 500 diplomats from 100 nations and more than 750 students, teachers and administrators from 12 metro-area high schools.

• The DU community enjoys its first peek at Nagel Hall at a dedication ceremony unveiling the new $39.8 million residence quarters. Named for DU trustee Ralph Nagel and his wife, Trish, who donated $4 million to the project, DU’s first “green” residence hall can accommodate as many as 356 students in its 150,000 square feet of space.

• Senior Pioneer Jessica López travels to Beijing, China, to compete in the Olympic Games. DU’s first Olympic gymnast, López places 43rd among 62 competitors. Pioneer Annamari Maaranen, a sophomore gymnast, qualified for the team representing Finland, but a knee injury keeps her from competing.

SEPTEMBER  2008

• DU welcomes 1,145 first-year students — including 61 international students, the highest in school history — representing 44 states and 21 countries. In addition, for the second consecutive year, DU welcomes a record number of Boettcher Scholars. Meanwhile, the graduate and professional programs greet 2,475 new students.

• During his annual Convocation address, Chancellor Robert Coombe calls on the University community to focus on building quality and strength in the graduate and professional programs: “We have some wonderful, wonderful graduate programs and great faculty and staff behind them. As a whole, they are a stable, productive, eclectic mix of academic and professional programs that are thriving in many ways. The real question, though, is ‘How can we become substantially better than we are?’”

• At Convocation ceremonies, the University community toasts six faculty members and four staff members for their contributions to the institution. The University’s highest
honor, the John Evans Professorship, goes to Josef Korbel School Professor Barry Hughes. Biology Associate Professor Susan Sadler receives the Distinguished Teaching Award, Korbel Professor Micheline Ishay receives the Distinguished Scholar Award, and psychology Professor Daniel McIntosh is named the United Methodist Church University Scholar/Teacher of the Year. Michelle Meyers, an adjunct professor in the Daniels College of Business, receives the Ruth Murray Underhill Teaching Award, and Professor Jack Donnelly of the Korbel School is named the University Lecturer. In addition, the Staff Advisory Council recognizes Meg Steitz, director of marketing and communications in Arts, Humanities and Social Sciences, with a Crimson and Gold Award. Donna Kolosky, executive assistant in the School of Engineering and Computer Science, receives SAC’s Outstanding Service Award, and Karl French, staff assistant in the Office of Research and Sponsored Programs, is named Outstanding Staff Advisory Council Member. Facilities Management is recognized with the Quality Department Award.

- The University purchases wind power credits—15 million kilowatt hours for each of the next two years—to offset about 31 percent of its total electricity usage while supporting the development and increased production of wind power. To show their commitment to wind power, students agree to contribute to the program through their quarterly student fees.

- DU unveils its pioneering compressed natural gas (CNG) vehicle refueling station—the first on a Colorado university campus, according to the U.S. Department of Energy’s nationwide list of CNG fueling stations. The station provides fuel for a growing fleet of maintenance and other vehicles that run on natural gas, offering DU a cleaner and less expensive way to power vehicles.

- In its seventh year, Bridges to the Future, a community forum designed to promote civic dialogue, launches a free lecture series focusing on the challenges associated with America’s education system. Nearly 1,400 people gather at the Ritchie Center for the first installment in “A Nation Still at Risk: The Future of Education,” in which author and activist Parker Palmer speaks about the connection between self-knowledge and effective teaching. Thanks to a partnership between DU and Rocky Mountain PBS, several of the presentations are later broadcast on the television station.

- The Morgridge College of Education’s Library and Information Science Program (LIS), the Sturm College of Law and the Westminster Law Library share a $999,360 grant from the Federal Institute of Museum and Library Services to recruit and educate 10 new law librarians. The grant is part of a $20.3 million initiative of the Laura Bush 21st Century Librarian Program. Later in the year, the LIS program receives a $917,891 grant from the institute to support 10 students earning master’s degrees in librarianship. All of the students will specialize in early childhood literacy.

- Representatives of DU’s Latino Center travel to Washington, D.C., to present a report on the state of Latinos in the U.S. to members of Congress. The report calls for comprehensive immigration reform and the establishment of a presidential commission to tackle issues of importance to Latinos, including access to education, health care and economic services.

- At the second annual Alumni Symposium, 190 participants attend programs on 33 topics, ranging from trauma psychology to Chinese nationalism. One program, “Hard Choices for America,” features former Colorado governors and DU faculty members Dick Lamm and Bill Owens. With keynote addresses by Pamela Turbeville (MA ’83), CEO of Navistar Financial Corp., and David von Drehle (BA ’83), editor-at-large for Time magazine, the free two-day event offers alumni the opportunity to reconnect with their alma mater.

- Gen. George W. Casey Jr. (MA ’80), chief of staff of the U.S. Army, returns to DU to deliver the keynote address at the 11th annual Korbel Dinner. Casey enrolled at DU to pursue a master’s degree in international studies while stationed in Colorado Springs.
DU’s Center for Colorado’s Economic Future (CCEF) releases a report highlighting a costly flaw in Colorado’s election law. The report notes that the deadline for withdrawing ballot proposals falls after petition signatures have been verified and after the text of the measures have been printed in the state’s “Blue Book” voter guide. The report then analyzes the cost to taxpayers of the last-minute withdrawal of Amendments 53, 55, 56 and 57 from the November ballot. “If the deadline for withdrawing ballot proposals fell before these other deadlines, Colorado state government would have saved over $300,000 in election expenses,” explains Charles Brown, director of the CCEF.

DU’s Institute for the Advancement of the American Legal System honors retired U.S. Supreme Court Justice Sandra Day O’Connor with its Transparent Courthouse Award for a lifetime of work to promote excellence in America’s courts. While on campus to accept the award, O’Connor speaks to Sturm College of Law students, urging them to resist attempts to undermine judicial independence. “Perhaps many of our citizens have forgotten why we do have courts and judges, and why they matter, and what services they perform in our country,” she tells the next generation of legal professionals.

NOVEMBER 2008

A full calendar of campuswide election-related events culminates with DU students casting their ballots for the 44th president of the United States. Election activity on campus kicked into high gear in September when Partners in Learning, the AUSA Senate, the Center for Community Engagement and Service Learning, College Republicans, Young Democrats, the DU Programs Board and DU Volunteers hosted an outdoor festival where students could register to vote and learn about candidates and issues. Eight additional events, including debates, panel discussions and an appearance by Libertarian presidential candidate Bob Barr, keeps election fever at a high pitch throughout the fall.

Ever game to tackle some of Colorado’s toughest challenges — the economy, the future of our water supply and conflicting provisions within the state constitution — DU’s Strategic Issues Program convenes a panel to study one of the thorniest issues facing the country: immigration. The panel includes 20 scholars, business professionals and civic leaders. Recognizing the enormity of the panel’s task, DU Chancellor Robert Coombe urges panel members to draw on the University’s resources and expertise. “Our hope is that the Strategic Issues Program on immigration will be able not so much to come forward with a solution, but perhaps come forward with a framework for a solution,” he tells members of the media assembled at a state Capitol news conference.

DECEMBER 2008

The Sustainability Council launches “Pete’s List,” an online hub where faculty, staff and departments can exchange unwanted office furniture, electronics and supplies. Named after DU’s retired mascot, Pioneer Pete, and modeled after the popular Craig’s List, Pete’s List is expected to save money and decrease the number of items sent to landfills.

The 2008 Open Doors report ranks DU second in the nation among doctoral and research institutions in the percentage of undergraduate students participating in study abroad programs. The report reflects data collected from the 2006–2007 academic year. In 2008–2009, about 570 undergraduate students participate in DU’s signature study abroad program, Cherrington Global Scholars, studying in 36 countries. By the time they leave DU, roughly 75 percent of undergraduate students have participated in a study abroad program.

Nearly 40 students embark on overseas interterm courses that offer, in the span of just a few weeks, an intensive educational experience. Courses include Foundations in Religion: Religious and Social Justice in Vienna; Doing Business With and in China; and Developing Landscapes: Wave, Beach and Cultural Dynamics in Nicaragua. Still other courses take students to Italy and India to study entrepreneurship and to benefit from language immersion.

Copies of Built for Learning: A Unified Architectural Vision for the University of Denver go on sale at Denver-area bookstores. The DU-published book chronicles the campus’ extraordinary architecture and the remarkable people who made it possible.
**JANUARY 2009**

- Eager to build its defenses against a weakened economy, the University completes a 90-day budget review and structural realignment that trims expenditures, eliminates staff redundancies and centralizes some operations. The two-phase realignment includes voluntary and involuntary severance programs that lower the number of full-time equivalent positions by 125. Reductions in salaries and noncompensation expenses result in a savings of more than $12 million for fiscal year 2010. At the same time, conservative budgeting allows DU to increase funds for merit- and need-based financial aid.

- Determined to reduce waste, increase recycling and raise awareness of the institution’s growing push toward sustainability, DU students square off against a host of colleges and universities in RecycleMania, a nationwide recycling contest among 345 institutions. The College and University Recycling Council, which runs the annual competition, reports that 80 percent of participating institutions see an increase in recycling collection during and after the contest.

- By the close of its Jan. 15 deadline, the Office of Admission has received a record number of applications. In fact, once international applications are added to the mix, the total number of applications submitted numbers 10,881, a 30 percent increase from the year before and a 71 percent increase from two years ago.

- The University of Denver joins a lawsuit, filed in district court in Denver, against Colorado’s Amendment 54, asserting that it is unconstitutional. Voters passed the constitutional amendment in November, and it went into effect on Dec. 31, 2008. Amendment 54 restricts certain political activities of holders of sole-source government contracts that exceed $100,000. It extends those restrictions to all of the organization’s trustees, officers and their family members. Because DU regularly partners with state agencies on projects that exceed these limits, University officials fear the amendment could have a negative impact on officers, trustees and their families, restricting their ability to engage in political and community activities. The complaint argues that Amendment 54 violates the free speech and association clauses of the first and 14th amendments to the U.S. Constitution. The lawsuit is funded by the Colorado Preservation Council, a collection of individuals and organizations concerned about the amendment’s vague language.

- More than 350 DU alumni and friends of the University gather in downtown Washington, D.C., to celebrate the naming of the Josef Korbel School of International Studies. Korbel’s three children — former Secretary of State Madeleine Albright, Kathy Silva and John Korbel — are in attendance. The school was founded in 1964 as the Graduate School of International Studies by scholar and diplomat Josef Korbel, who came to DU in 1949. DU honored Korbel by renaming the school after him in 2008.

**FEBRUARY 2009**

- Officials from DU and Denver Public Schools announce a new partnership designed to attract, cultivate and support exceptional teachers in high-needs subjects and schools within the district. When the Denver Teacher Residency program reaches its peak enrollment in a few years, almost one-quarter of new teachers DPS recruits each year — currently more than 400 — will receive training through DU. Participants will earn a teaching license and a master’s degree in curriculum and instruction from the Morgridge College of Education and receive a $10,000 stipend during their residency year. During the program’s second year, residents will be hired as full-time teachers receiving customized mentoring and support. They receive full tuition reimbursement after completing a five-year commitment in DPS schools.

- Author, activist and environmental advocate Robert F. Kennedy Jr. speaks to a standing-room-only crowd in DU’s June Swaner Gates Concert Hall, telling them that Colorado should be the flagship state for renewable energy. “You live in a wilderness state that’s enriched with nature,” he explains in his speech to DU students, staff, faculty and local community members.

- DU embraces the latest in social networking by launching its own Twitter site. The University’s first tweet (the moniker used to describe each post on the micro-blogging site) reminds followers about Globally Speaking, an event at the Edward W. and Charlotte A. Estlow International Center for Journalism and New Media focusing on issues affecting the planet and the way we communicate.

- Construction begins on DU’s new $9.2 million soccer stadium, 11,000-square-foot strength and conditioning center and 12,500-square-foot art annex.

- Noting that education is the “central challenge of our time,” Chancellor Robert Coombe presides over groundbreaking ceremonies for the $21.4 million Katherine A. Ruffatto Hall, the new home of the Morgridge College of Education. The building will feature the Claudia Boettcher Merthan Community Boardroom, made possible by a $500,000 capstone gift from the Boettcher Foundation at the end of the college’s $35 million campaign. Another gift, $1.3 million from the Galena Foundation, will support programs and research benefiting students with learning differences.
More than 500 professional planners, architects, academics and attorneys assemble at DU for the 18th annual conference of the Rocky Mountain Land Use Institute. In his keynote address, Salt Lake City Mayor Ralph Becker, a land-use attorney and a fellow at the American Institute of Certified Planners, calls on his colleagues to ramp up their public education efforts to propel sustainability issues beyond trite phrases and into action. “When the West fully learns that cooperation, not rugged individualism, is the quality that most characterizes and preserves it,” he explains, quoting the late novelist Wallace Stegner, “then [the West] has a chance to create a society to match its scenery.”

A five-member team from the Daniels College of Business edges out competitors from some of the nation’s leading business schools to take top honors in the sixth annual Race & Case competition. The event combines a business ethics case competition and NASTAR ski/snowboard challenge at Vail Mountain Resort. The DU team beats squads from Brigham Young, George Washington, Purdue, Rice and Boston University. The competition was launched in 2004 by members of the Graduate Business Student Association to complement the Daniels commitment to the teaching and practice of business ethics.

DU’s Sturm College of Law international moot court team battles past 22 other teams in super-regional competition in Portland, Ore., to emerge as one of just two teams to make the world championships in Washington, D.C. The five-member team beats out groups from the University of California, Brigham Young and Arizona State in the Philip C. Jessup International Law Moot Court Competition for the chance to compete in the finals against teams from 80 countries. The team’s written briefs are judged second best in international competition. The team from perennial power Universidad de los Andes, in Bogota, Colombia, takes first place.

Psychology Professor Stephen Shirk, who has been developing effective methods for treating depression in adolescents, and Anne DePrince, an associate professor of psychology whose research examines the effects of violence and trauma, team up to collaborate with Aurora Mental Health in treating and researching adolescent depression. With a $500,000 grant from the National Institute for Mental Health, Shirk and DePrince will study 60 teenagers over a three-year period. The teens have all experienced a previous trauma and are suffering from depression.


In other sports news, the Pioneer hockey team faces off against Minnesota Duluth in the championship game of the 2009 Red Baron WCHA Final Five. Although the Pioneers lose the game, they nonetheless earn the No. 1 seed at the West Regional of the 2009 NCAA Hockey Championship.

Senior Karen Morton, a midfielder on the Pioneer women’s lacrosse team, scores her 188th goal, becoming the school’s all-time goal scorer. Morton, who’s from Adelaide, Australia, ends her DU career as the leader in points (goals and assists added together), draw controls and caused turnovers.

More than 800 DU students, faculty and staff volunteer at Project Homeless Connect 7 to help roughly 600 homeless people access an array of community services. Staged at the Ritchie Center, the annual event provides homeless participants basic medical care, food stamp benefits, veteran’s services, résumé assistance, legal advice, haircuts, massages and clothing.
• In the second season under head coach Joe Scott, the University of Denver men’s basketball team continues its progression toward becoming a sustainable winning program. With the youngest team in the nation, at an average of only 18.92 years old and without a senior, the Pioneers improve their total wins, conference wins, home wins and road wins from the previous season. The team finishes the 2009 season with a Sun Belt Conference quarterfinals appearance.

May 2009

• Foreign Policy magazine reports that the Josef Korbel School of International Studies’ master’s program ranks 12th in the world. In the listing, the Korbel School ties for 12th with Yale University, Massachusetts Institute of Technology and University of California-San Diego. The school ranks ahead of schools such as Stanford University and University of Pittsburgh.

• The Graduate School of Professional Psychology (GSPP) opens the Center for Performance Excellence (CPEX) to deliver sport and performance enhancement services to the community. “CPEX provides us with a vehicle for bringing psychological sophistication to schools in underserved communities though sport and performance enhancement,” says Peter Buirski, dean of GSPP, whose students provide more than 10,000 hours of community service per year.

• DU alumnus Peter Groff, president of the Colorado Senate and executive director of DU’s Center for New Politics and Policy, wraps up official state business before moving to Washington, D.C., to serve as director of faith-based and community initiatives in the U.S. Department of Education. Groff was appointed to the post by President Barack Obama and Education Secretary Arne Duncan.

• Chancellor Robert Coombe and Denver Mayor John Hickenlooper share top billing at the launch of DU’s new bike library program. The pilot program, which establishes a pool of 20 bicycles that can be borrowed free of charge on campus, will eventually roll into a citywide bike-sharing program. The city initiative will include about 600 bikes and scores of pick-up and drop-off kiosks around Denver. DU will host two kiosks when the city program starts in spring 2010.

• With the introduction of a revised smoking policy, scheduled to go into effect in January 2010, DU becomes one of a handful of smoke-free campuses in Colorado. The decision comes on the heels of nearly two years of surveys, letters, petitions, research and debate. The new policy allows for two designated smoking areas outside the Ritchie Center and the Newman Center. These will be available to smokers during public events.

• At the eighth annual Diversity Summit on Inclusive Excellence, sponsored by a range of campus organizations, participants explore how DU can embed inclusiveness in all aspects of the institution. The summit includes 29 workshop sessions on topics ranging from racism and sexism in queer culture to incorporating inclusive excellence into the annual performance review process.

• DU’s Jordan DeHerrera is selected as a member of the USA Today 2008 All-USA College Academic Second Team. This marks the seventh consecutive year that a DU student has been named to one of the USA Today All-USA College Academic Teams, which honor full-time undergraduates who excel in scholarship and community service.

June 2009

• Figure skating Olympian Michelle Kwan and hundreds of other DU graduates collect their diplomas at the undergraduate Commencement ceremony. At the graduate ceremony, DU alumnus and trustee Joseph Saunders (BS ’67, MBA ’68), chairman and CEO of Visa Inc., delivers the Commencement address and receives an honorary doctorate of business. The University also confers an honorary doctorate of fine arts upon William Robinson, who completed the required coursework for his PhD at DU in 1960, but because of publishing costs was unable to prepare and submit his dissertation. He instead accepted a teaching position at Mesa Junior College (now Mesa State College) in Grand Junction and taught there until his retirement in 1988. Other honorary doctorates are conferred on Rep. Diana DeGette (D-Denver) and Joy Burns, who has served on the DU Board of Trustees since 1981.

• Bill Tierney of Princeton is named head men’s lacrosse coach at DU. During his 22 seasons coaching at Princeton, Tierney led the Tigers to six NCAA championships, eight NCAA championship games, 10 NCAA Final Four appearances and 14 Ivy League championships.

• DU caps its second-finest year in NCAA Division I history by finishing No. 54 in the Learfield Sports Directors’ Cup. After sending 11 sports programs to NCAA postseason competition and concluding with 396.5 points, DU finishes first among Front Range schools for the second consecutive season. In addition, DU is the highest ranked Sun Belt Conference institution, outdistancing No. 76 Middle Tennessee by more than 135 points. Finally, the Pioneers end the year as the highest ranked I-AAA school for the second consecutive season.
ACADEMICS AT DU: Intense, Personal and International

The University of Denver’s academic environment is steeped in tradition and advanced by innovation. Although the institution’s history is rich with visionary leaders and significant advancements, few stretches in the University’s timeline have been as transformative as the last decade, particularly for academic initiatives in undergraduate education. And, if Chancellor Robert Coombe’s vision is to be realized, the next decade will see similar seismic shifts and improvements for graduate and professional education.

The Undergraduate Experience

“The undergraduate experience today is vastly different from what it was a decade ago on a number of fronts,” Provost Gregg Kvistad said. “The first is intensity.”

Thanks to a $10 million gift in 2002 from DU alumni Tom and Cydney Marsico, the University was able to invest in a fundamental change of its undergraduate program. According to Kvistad, DU explored and tested a number of different ideas that would dramatically improve the undergraduate experience, and each one of them involved ratcheting up intensity. Greater intensity requires more faculty, and this gift allowed DU to create 44 more full-time appointed faculty positions. “That was the first step in providing a more personal, intense undergraduate experience,” he said.

Perhaps nothing embodies that intensity so much as the institution’s celebrated first-year seminars, where students connect with a mentor who prepares them for the rigors ahead. “Experientially, the intensity is felt as soon as students arrive on campus,” Kvistad explained. “Even before classes start, first-year students are assigned to an adviser with 14 other first-year students, and they take their first-year seminar together.”

In the interests of capitalizing on momentum generated by the Marsico Initiative, the University also has taken steps to re-imagine its general education requirements. In spring 2009, the Faculty Senate and Undergraduate Council approved a new common curriculum that reinforces student learning outcomes called for by the initiative. These outcomes were shaped by the institution’s vision, values, mission and goals.

The new common curriculum, the creation of a campus-wide faculty committee that worked throughout the year, will go into effect in the 2010–2011 academic year. It continues the University’s emphasis on writing while striving to cultivate analytical and scientific inquiry through courses that span the traditional liberal arts disciplines. Just as important, it introduces a writing-intensive advanced seminar, capped at 15 students, into the curriculum. Similar to first-year seminars, advanced seminars will allow students to pursue topics outside their majors while benefiting from highly personalized instruction. In advanced seminars, students will be called upon to integrate and apply knowledge and to reason effectively.

Student Projects Promote Positive Change

Across the DU campus, students take their passion and education beyond the classroom and into communities where they can affect positive change.

At the Women’s College, for example, a cadre of students recently took their college’s mission to heart … and to Sudan.

The Women’s College says it “prepares women to boldly lead in the communities where they live, work and engage.” Its tagline is “Advancing our world. One woman at a time.” Those goals came together when Women’s College students learned that young schoolgirls in Sudan lacked one important piece of their uniform: underwear.

“The girls have uniforms, but they don’t have underwear, and when they are dealing with dirt floors and bugs, they need protection,” said Women’s College junior Ling Richardson.

Upon hearing of this need through the Denver-based Project Education Sudan, the college’s students, faculty and staff launched a “Bookpacks and Panties” campaign. They adopted the Ayak Anguei Girls Primary School in the Bor area of southern Sudan and raised money to send backpacks— or bookpacks, as DU students call them— containing underwear to each of the 600 girls at the school.

“The Women’s College and its students understand, appreciate and are committed to advancing girls and women locally, nationally and globally,” Dean Lynn Gangone said. “The partnership seemed to be a perfect fit.”

To ensure that Women’s College students have meaningful academic experiences that engage them in community, the college has developed community-based research and philanthropic studies certificates. The community-based research certificate provides students with a comprehensive opportunity to conduct research impacting the community, effecting change and promoting social justice. The philanthropic studies certificate
Still other improvements in undergraduate education emphasize global awareness. “We’ve changed the writing curriculum completely; we offer experiential learning opportunities, internships, service learning. But probably the most dramatic change is the study abroad opportunity,” Kvistad said.

The most recent Open Doors report, issued by the Institute of International Education, finds that DU ranks second highest in the country among doctoral institutions in the number of students participating in study abroad and international experiences. In fact, DU sends nearly 75 percent of its undergraduate students abroad for study. The national average is in the single digits.

Carol Fairweather, director of study abroad programs, attributes this success to an initiative established eight years ago: Cherrington Global Scholars.

“This program took a tremendous commitment from the University because it is quite expensive,” she said, explaining that, for the price of normal tuition, students may participate in any of the 150 international programs offered. DU pays for their travel to and from the site, for their visas and sometimes for health expenses. Students who receive financial aid, scholarships and even housing grants may apply those dollars to their international experience.

“I don’t know of any other university where students get these benefits,” Fairweather said. The University budgets more than $10 million annually for the study abroad experience.

Thanks to the program, the culture on campus is changing. “Students who travel abroad understand what it’s like to be so far from home, to see things from a different cultural perspective and even to be part of a minority population,” Fairweather said. “It also gives them empathy for the international students on our campus.”

Eric Gould, vice provost for internationalization, sees great opportunities ahead for international study. “As study abroad becomes more and more a natural part of gaining a liberal education at DU, so faculty and academic units want to integrate it better into the curriculum. We’re trying to make the whole experience more rigorous for students, both academically and in terms of gaining intercultural experiences,” he said. In addition, the program is striving to ensure and who has been commissioned by Denver Urban Gardens to make a documentary about the benefits of growing your own food and being part of a community.

At the end of the day, Brown wants nothing more from his film career than the opportunity to make “films about social issues and get them shown to as many people as possible with the hope they will lead to some discussion and help change something.”

Similarly, two first-year undergraduate students saw an injustice that they wanted to change and, against all odds, entered a seemingly unwinnable contest to begin the journey.

Nobody told Nichole Parker and Jake Sager that some challenges are just too big to take on in their first year of college, so they set their sights high. Both 19 years old, Parker and Sager devised a business plan to elevate rural residents of Tanzania out of poverty. They entered their plan into the University of Colorado-Denver’s prestigious Bard Center for Entrepreneurship Business Plan Competition and wound up in the finals.

Their final competition was tough: an established pharmaceutical company looking for capital for an anti-autoimmune drug; a solar energy company seeking to place industrial power generation atop commercial buildings; a biomedical device developer with a tool to clear airways; an established flavored nut company; and a company that makes frozen organic dinners for busy families.

While the two didn’t win the grand prize, they walked away from the competition with $2,000 in prize money, some important contacts and the determination to set their plan in motion.

Sager is majoring in international business, while Parker is majoring in accounting and Spanish. Both are seeking a minor in leadership through DU’s Pioneer Leadership Program.

The students aim to refine their plan and to raise the capital they’ll need to press forward. Soon, the two hope to travel to Tanzania to strengthen ties with local contacts and to begin making a difference in the lives of the rural poor.

equips women working in nonprofits and foundations with tools and strategies to grow and sustain mission-driven organizations.

“Both certificate programs allow students to develop their own public good projects, enabling them to identify a social issue they want to impact and change in collaboration with faculty and the community,” said Acting Associate Academic Dean Margo Espenlaub.

Meanwhile, Joe Brown, a first-year graduate student studying filmmaking, puts his passion to work exploring issues. “I’m really interested in the power of documentaries to address social issues,” he explained.

His first film, National Sacrifice Zone: Colorado and the Cost of Energy Independence, has been screened at several film festivals and now is part of the Wild and Scenic Film Festival’s national tour.

Educating the public on environmental issues motivates Brown, who chairs the Colorado Environmental Film Festival
that students can integrate their study abroad coursework into their majors and minors.

As a result, requirements are changing. Students will be asked to keep an online portfolio of their academic and cultural experiences for assessment purposes. They will be required to take at least one course in the history, society, economics or culture of the host country, along with at least one course in their major or minor.

Gould and his office also are working with the Center for Multicultural Excellence to propose a minor in intercultural studies, which will be developed by faculty in the Arts, Humanities and Social Sciences, where the minor will be housed. It will offer credit for in-depth analysis of the region where a student is studying, for a detailed reflection on an international service learning project, or for a multicultural community engagement experience in the United States, such as work on a reservation or in an inner-city environment. In addition, the study abroad office plans to hire a program coordinator of international community engagement and service learning. This individual will develop long-term academically based service learning options for the Cherrington program.

Revisiting Graduate and Professional Education

In his fall 2008 Convocation speech, Chancellor Coombe committed the University to a concentrated effort to improve graduate education: “I’d suggest that it is high time that we devote at least an equal amount of attention and resources to [graduate students], and to the faculty scholarship, research and creative work on which they rely. After all, together these represent more than half of all our annual net revenue and a still greater proportion of our reputation and stature in the academic world.”

The first step in these efforts was taken in spring 2009, when the University created two new positions to benefit the graduate and professional programs. Where once they were served by a single vice provost for graduate studies and research, they now will be served by two associate provosts, one responsible for research and one responsible for graduate studies.

Barbara Wilcots—a DU alumna, an associate professor of English and a former associate dean of Arts, Humanities and Social Sciences—was chosen to be the new associate provost for graduate studies. She will oversee graduate
DU WILL BE A UNIVERSITY WHERE EXCEPTIONAL STUDENT TALENT BLOSSOMS, THRIVES AND ENRICHES PUBLIC LIFE.

admissions, graduate financial aid, doctoral fellowships and efforts to enhance graduate program quality, including initiatives to make international study and research efforts increasingly available. Just as important, Wilcots will work closely with deans and faculty members to promote opportunities for collaboration and interdisciplinary programming.

As Kvistad sees it, such collaboration is the future of graduate professional education in the United States. “The premise behind this position is that the old disciplinary boundaries are simply becoming less relevant, and that we need interdisciplinary strategies, particularly in the areas of law, business and international studies,” he explained.

Changes to the graduate-level experience are particularly challenging because of its decentralized structure. Each college and school runs its own programs, making it difficult to make sweeping changes across the institution. Rather, advancements will be made unit by unit but also in programs that cross disciplinary boundaries. In some cases, changes will include the addition of faculty. “We have already made commitments to the Daniels College of Business and the Sturm College of Law for the funding necessary to increase their faculty numbers,” Kvistad said.

Kvistad has set his sights on making sure that graduate and professional students realize value for their investment in their education. “What is the value proposition that underlies graduate education today?” he asked. “It is an expensive thing to do. In the professional areas, employers need to be convinced that a DU graduate degree is a valuable thing for an employee to have, and students need to believe that a University of Denver degree is worth the expense. The only way that can happen is if it truly is.”

DU, he added, is well positioned to address the value question convincingly. “When we are successful, we will have an array of graduate programs, many of them interdisciplinary in nature and of the highest quality possible,” he said. “The goal is not necessarily to increase the size of our graduate programs. In some cases, we want to offer very intense niche programs that attract the very best students, that are taught by the very best faculty and that offer plentiful financial aid. We do not strive to be a large university, but we do want to be absolutely excellent in everything we do.”

Partners in Scholarship: An Investment in Inquiry

At the University of Denver, the worlds of research and undergraduate life come together through Partners in Scholarship (PinS), a program that allows students to work side-by-side with world-class faculty members on projects of their own design.

PinS provides up to $1,500 in grant money to fund everything from books to software to travel. To receive funding, students must submit a professional research proposal. Once they complete the project, recipients must write detailed results of their work.

The 2008–2009 projects reflected a wide range of interests. They included:

- The Effects of Post-Election Violence on Women and Children in Nairobi, Kenya
- Studies in Youth-Based Independent Film
- Labile Nitrogen in Temperate Forests and Grasslands
- Angry Eyes and Pouty Lips: Gender, Emotion and Attention to Faces
- Understanding the Latina Juvenile Offender in Colorado

ASHLEY RUIZ graduated in June 2009 with a double major in gender and women’s studies and in international studies. She used her PinS grant to travel to Nairobi, Kenya, where she examined the effects of post-election conflict on women and children.
Ruiz became passionate about the culture and people of Kenya during her Cherrington Global Scholars study abroad experience. She wanted to return to the country to gain a deeper understanding of the election struggle between President Mwai Kibaki and opposition candidate Raila Odinga. In particular, she wanted to focus on how women and children were affected, both domestically and professionally.

Ruiz returned from Nairobi to write a report concluding that women were greatly affected by food shortages, sometimes struggling to provide food and water for their children and families. “My PinS experience truly had an incredible impact on me,” she explained. “This project was a remarkable end to my time at DU, cohesively bringing together not only both of my courses of study, but also my numerous travel, internship and volunteer experiences.”

CHLOE ANDERSON, a senior majoring in international studies and Russian language, hopes to work professionally in the film industry. She and fellow DU student ANDY NEASE, who graduated with a BA in mass communications, have already launched a film production company, Epicenter Pictures.

The two combined a PinS project with an independent study in the Daniels College of Business, aiming to emerge with a full-fledged marketing plan for their company. They used PinS resources to conduct focus groups on two short films they were developing, to edit the films using that feedback and to launch their work into the film festival circuit.

“The best part of the experience was the ability to instantly apply all the things we were learning about marketing to our films in a long-term pilot project for the company,” Anderson said. “It has been an invaluable experience, and I feel that it has prepared me well to apply for graduate school at some of the top film schools in the world.”

At one film conference, Nease received training and certification on a camera that only three other people in Denver are certified to use, making him a valuable commodity for regional production companies. “PinS is a fantastic program that enables kids to do actual field work that they normally wouldn’t have the time or money to do,” he explained.

CORINNE LOHSS graduated in spring 2009 with a major in psychology, concentrating in cognitive neuroscience, and minors in biology and philosophy. Lohss studied gender differences in how men and women look at faces of the opposite sex. She predicted that gender differences would be related to social behaviors.

“I found some interesting results that show gender differences in where men and women look at faces, particularly to where men and women look the longest, and where they first focus on a face and how it differs in different emotional conditions,” Lohss wrote. “This study has implications for research on gender differences and how they might be related to evolutionary adaptive behaviors, which lend support for evolutionary theory.”

Lohss noted that her PinS project also served as her thesis project: “I learned a lot about running an experiment, dealing with collecting and analyzing data, and how to write a research paper.”
RESEARCH AT DU:
Outcomes for People

The University of Denver has long promoted a teacher/scholar model for its faculty, encouraging professors to excel in the classroom and in research. This model fosters a one-of-a-kind student experience because students learn from instructors who are inspiring educators and leaders in their field. At the same time, the University cultivates an environment in which research and scholarship are focused on the improvement of individual lives and the collective good of the public.

The result is an academic community in which renowned scholars and their students work tirelessly to improve the human condition.

Consider the work of Kimon Valavanis, professor and chair of the Department of Electrical and Computer Engineering. Valavanis was lured to DU from the University of South Florida. He is internationally known for his work on robotics, specifically unmanned systems used for traffic monitoring, search and rescue, emergency response, surveillance and crime prevention. His unmanned helicopters have the potential to save human lives by serving as first responders after natural and man-made disasters, such as forest fires, hurricanes and traffic accidents.

“It is easier to send down a robot than a human being,” he said. “We would much rather lose a robot than a human life.”

Valavanis joined DU’s faculty because, “from the top down,” administrators have made unmanned systems and mechatronics a priority. “Right now, DU is one of the best-equipped universities in the U.S. in unmanned systems,” he explained. “We have five custom-built unmanned ground vehicles, an all-terrain mobile robot, a fleet of several types of unmanned helicopters, a custom-built miniature helicopter capable of autonomous flight and five unmanned, fixed-wing platforms.”

While Valavanis seeks to advance robotics research, Peter Van Arsdale, senior lecturer with the Josef Korbel School of International Studies, is leading a team of scholars, students and community members seeking to improve water sanitation in a Kenyan slum known as Kibera. The multidisciplinary faculty group includes Renee Botta of mass communications and journalism studies, Randall Kuhn of the Josef Korbel School and Karen Loeb of the Daniels College of Business.

The Kibera Project aims to improve the slum’s water and sanitation by assessing needs and by building 14 water stations, financed through a grant from the Rotary Club of Denver Southeast.

Since spring 2008, Van Arsdale and several graduate students have traveled to Kibera to gather data about community needs and best practices. Even the culture of the residents contributes to decisions on how best to build and maintain water stations. Thus far, the group has built six facilities, each able to accommodate hundreds of people.

“This is particularly good for our graduate students’ perspective because they gain meaningful overseas experience,” Van Arsdale said. “They benefit their careers as they also help the people in Africa.”

Shaping Change in Political and Civil Institutions

When the presidential campaign kicked into high gear in 2008, Seth Masket, assistant professor of political science, along with three political scientists from the University of Minnesota and the University of Florida, secured a National Science Foundation grant to study dynamics at both political parties’ conventions.

Masket and a team of 20 undergraduate and graduate students blanketed downtown Denver — site of the Democratic National Convention — to conduct six-page surveys of 500 of the 4,000 delegates. “We were curious, how does a party overcome a serious internal rift? There was a serious rift between two of the Democratic Party’s most important groups, women and African-Americans,” he recalled.
Masket’s team studied the social networks encouraged by the Democratic Party’s caucus system. They found that the system actually made delegates cling tighter to their convictions. For example, after attending various caucus meetings, Hillary Clinton’s supporters were even less likely to support the party’s nominee, Barack Obama.

“Democrats may want to think about other ways to allow people to participate in the process that don’t cause as much friction at the convention,” Masket concluded.

Like Masket, researchers at DU’s Institute for the Advancement of the American Legal System (IAALS) are interested in conducting projects with real-world impact. The institute, for example, is working to reform the civil justice system so that it is more efficient, affordable and transparent.

Jordan Singer, the IAALS’ director of research, noted that one of the institute’s current projects aims to create a fairer and more informed approach to judicial selection and retention. Through data collection and analysis, and then through education and legislative efforts, the IAALS staff has improved the public’s understanding of the judicial selection process and the appropriate standards for evaluating judicial performance.

“We advocate a performance-based judicial selection process featuring appointment, evaluation and informed choice by voters. It is a system with built-in accountability and transparency, and it has served states like Colorado well,” Singer said.

The IAALS created an educational publication promoting the process and sent it to every state legislature in the country. The institute also published two seminal reports on judicial performance evaluation to provide states with the tools to establish or strengthen their own programs.

Research also plays a central role in the institute’s Twenty-First Century Rules Initiative, which seeks to revise and update the Federal Rules of Civil Procedure—the procedural roadmap for the U.S. civil justice system. IAALS is also conducting a series of empirical studies of the civil justice system to pinpoint those areas that would benefit the most from constructive change. To educate interested parties about the issues involved, the institute maintains a Web site—www.du.edu/legalinstitute/tcri2.html—that includes the latest IAALS research, commentator analysis and comparative approaches.

Cross-Disciplinary Work to Solve the Mysteries of Disease

Across campus, researchers affiliated with the Eleanor Roosevelt Institute (ERI) tackle some of society’s most frustrating and debilitating health issues, including cancer, Alzheimer’s, Lou Gehrig’s disease, Parkinson’s disease and Down syndrome.

Director of External Relations David Patterson, himself a researcher at ERI, noted that access to DU scientists from several disciplines enables researchers to follow paths of
discovery beyond their initial expectations. These paths may well lead to new therapies and to a better understanding of disease processes.

For example, Patterson studies Down syndrome, which is the result of a person carrying three copies of Chromosome 21 rather than two. Because people with Down syndrome have a higher risk of developing Alzheimer’s and leukemia, researchers now believe that the extra copy of Chromosome 21 may contribute to those diseases as well. So now, interdisciplinary teams—enlisting both undergraduate and graduate students—have tackled those veins of research.

“We’re collaborating with people in physics and chemistry, as well as biology,” Patterson said. “We’re applying thought processes and technologies not normally applied to these topics.”

**On the Horizon**

With research one of DU’s top priorities, it’s essential that the institution focus on new ways to encourage collaboration and innovation.

That is Cathryn Potter’s mission. As associate provost for research, a newly created position focused on advancing DU’s research capabilities, Potter aims to encourage and support an interdisciplinary approach to research across the campus.

“Many problems that are addressed by research, whether social or scientific, are so complex that no one discipline has the complete angle on them,” she explained. “Much of the work that needs to be done must be done by people who can form teams and work on the problem from different vantage points and with varying skills.”

Provost Gregg Kvistad believes DU’s success in this endeavor hinges on its ability to capitalize on groundwork laid in recent years.

“We have the faculty, the infrastructure, the curriculum, the will, the flexibility and the entrepreneurial spirit to make this happen,” he said. “And there is a kind of optimism that runs through this institution, even when we’re dealing with challenges. The spirit and the talent here are extraordinary.”

DU will be a university where research and scholarship are focused on the improvement of individual lives and the collective good of the public.
INTERNATIONALIZATION EFFORTS: 
Serving Students and Society

In recent years, internationalization has emerged as one of the University of Denver’s top priorities. As understanding advances in most fields of study, students need firsthand access to knowledge produced throughout the world. To educate future generations effectively, to generate new knowledge and to contribute to the betterment of humankind, the University realizes it must emphasize internationalization.

According to Provost Gregg Kvistad, employers are increasingly looking for people able to function well in diverse, multicultural and international environments. For some, that means acquiring language skills, while for others, it means learning to live and work in situations dramatically different from the familiar home environment. To prepare students for the world beyond DU, the University introduces them to a variety of different cultures. “The best university is the one that mirrors the world it is a part of, and not one that strives to keep the world outside of its walls,” Kvistad said.

With that in mind, the Office of Internationalization has begun focusing its study abroad and international service learning programs to ensure that students are academically immersed in the countries where they study. It has also worked to help academic departments integrate that study into their majors wherever possible, said Eric Gould, vice provost of internationalization.

The service learning projects, in particular, allow students to plunge into a culture, becoming acquainted with its challenges as well as its amenities. These programs—which take students to India, Ecuador, El Salvador and South Africa, among others—marry classroom learning at DU with volunteer projects in international settings. Some of these volunteer efforts are led by DU faculty, who collaborate with non-governmental organizations to structure opportunities that provide meaningful learning experiences.

Gould has begun work to reshape the Cherrington Global Scholars program to include service learning opportunities that span a quarter or semester. Another goal is to enlist DU’s international students in the preparation of students embarking on Cherrington experiences. Gould also seeks to have study abroad veterans help new international students connect with the DU community.

By enhancing academic immersion in the study abroad and service learning programs, Gould expects DU to continue its leadership role in internationalization efforts. “We already have a large and effective study abroad program, and we are actively pursuing agreements with other universities. But by adding stronger academic, assessment and cultural elements to study abroad, we will deepen that memorable transformation that occurs for students studying abroad,” he said.

A New Center to Augment Language Instruction

Still another component of the University’s internationalization efforts focuses on enhancing language instruction and pedagogy.

To help students and faculty across the disciplines gain greater language proficiency, the University laid groundwork in 2008–2009 to open a new language center by 2010. As the final piece of a years-long initiative to intensify DU’s academic experience, the language center will serve as a resource for undergraduate and graduate students who need training in a wide array of languages—everything from Arabic and Chinese to Urdu and Farsi. Eventually, the center will launch a summer intensive program to buoy language skills for students preparing for a fall study abroad experience.

The center has been designed with two primary goals in mind, said Anne McCall, dean of Arts, Humanities and Social Sciences. First, it will help all departments and students across campus gain cultural awareness and greater knowledge about the world around them. Second, it will help DU achieve its goal of having more undergraduate students study abroad in the target language.

“We want our students to eagerly embrace the idea of going to countries that, a few years ago, they wouldn’t have considered,” McCall explained. “To do that, they must have more access to language training. It speaks to our priority for internationalization and top-quality teaching, by working across the boundaries of schools and colleges on campus. It’s giving physical space, substance, curricular reality and resources to our goal of internationalization.”

The language center also will serve graduate students who need to access materials in other languages or who hope to incorporate international opportunities into their studies.

DU’s strength in language instruction was boosted by the addition of a full-time Arabic languages instructor, who continued on page 22
Performing Arts Series Poses the Big Questions

At the end of the Newman Center Presents season last May—a season in which performances addressed a comprehensive theme, “What should I do?”—classically trained cellist Maya Beiser presented Provenance. The eclectic work was co-commissioned by the Newman Center.

By addressing questions of peaceful coexistence and shared humanity, the work was the perfect ending to a season designed to generate discussion. The season’s theme emerged as Stephen Seifert, executive director of the Newman Center for the Performing Arts, began booking acts for the 2008–2009 year. As he talked with artists and their agents about their current projects, he was struck by how many wanted to contribute something to the civic dialogue. While some artists were concerned about the war in Iraq, others were wondering how they could remain relevant in public life. “Artists are citizens, too, and have things to add to the conversation about how we run our society,” Seifert said.

Because the Newman Center Presents series is designed to complement the University’s mission and vision, Seifert strives to develop programming that brings innovative performances to DU while sparking conversation and fostering inclusivity. The series reflects multidisciplinary expression, allowing artists from around the world to share their experiences with audiences in Denver. “We hope,” Seifert said, “that by putting them all in the same series and on the same stage, we are sending the message that we value equally all of these different expressions of humanity.”

Certainly Beiser’s piece reflected those values. Beiser grew up on an Israeli kibbutz at the base of the Galilee Mountains, where Muslim, Jewish and Christian villages exist in peace. As an adult, Beiser became interested in medieval Spain, where, as in her own experience, people with different religions lived side-by-side with minimal conflict.

As her background and research converged, she imagined—and brought to life—a composition that expressed the possibilities of people living together in harmony, despite divergent beliefs. For Provenance, Beiser incorporated works by composers from Israel, Palestine, Algeria, Morocco, Iran, the United States and even medieval Spain.

She then selected a Lebanese oud player and two American percussionists, one a Lebanese-American, to represent her vision. An Iranian-American performed with the group on computer to create a whole-sound backdrop for the single, intermission-free performance.

Beiser’s performance allowed audiences to approach subjects from differing perspectives, all in hopes of fostering understanding. “The act of creating a performance and re-creating it with people makes it a community,” Seifert noted. “The art itself can be an expression of the unifying power, which makes community. I have faith that art can change the world.”
assumes her DU post in fall 2009. According to McCall, Arabic enrollment has risen 126 percent nationwide in the past five years, making it difficult for universities to compete for qualified instructors. “To get somebody who is a native speaker with great university credentials and teaching experience is the hat trick, really,” she said.

Exposing Issues With International Impact

The University’s concern with internationalization and international issues extends far beyond classroom instruction into the realm of public education. In 2008–2009, DU’s celebrated Strategic Issues Program (SIP), which assembles panels to explore critical questions facing Colorado, focused on immigration policy. Appointed by Chancellor Robert Coombe, the immigration panel comprised 20 accomplished citizens from various segments of the community.

More than 30 people—including union leaders, corporate CEOs, the current and two former governors, academics, advocates, the Denver mayor and federal government officials—presented evidence and opinion to the panel from January to May. After the final speaker, the panel convened to discuss the issues around immigration, which ranged from the hidden tax undocumented workers place on our economy to the guest worker program, smart cards, biometrics and the implications for education.

Complex though this topic may be, it represents standard fare for the Strategic Issues Program, created in 2004 when people concerned about the Colorado economy approached DU about providing a mechanism to examine pressing issues. Since then, DU has developed a number of nonpartisan panels dealing with everything from water issues to the future of Colorado’s constitution. Once panel members investigate the topic fully, they conduct their own dialogue about the subject and issue a consensus-based report that is distributed to public officials, business and community leaders, the general public and the media. The immigration panel report will be released in late 2009.

“As far as I’m aware, it is a unique model, nationally, for looking at public policy questions in a careful and unbiased way,” said Jim Griesemer, professor, dean emeritus of the Daniels College of Business and chair of the SIP.

Shedding light on important international issues also is important to the University’s academic units. For example, Claude d’Estree, director of DU’s Center on Rights Development and chair of the Task Force on Modern Slavery and Human Trafficking at the Josef Korbel School of International Studies, seeks to boost our understanding of human trafficking, a $9 billion global problem considered second only to the illicit drug trade in terms of its toll and impact. Experts estimate that between 23 and 27 million people worldwide are forced to live as slaves—ranging from orange pickers in Florida to sex slaves in Southeast Asia.
While many groups and individuals work to rescue and rehabilitate the victims of the trade, few conduct research or collect data on the topic, making it difficult for policy makers to address the problem effectively. D’Estree aims to remedy that by filling the knowledge gap.

In August 2008, d’Estree started a human trafficking clinic that operates throughout the year. Before beginning work in the clinic, students completed a course on human trafficking at the Josef Korbel School. Students were then matched with a private-sector, international or nongovernmental organization, often venturing overseas to assist the group with its work. Upon their return to DU, students prepared monographs based on information collected during their experience. Working jointly with the participating organizations, the human trafficking clinic will publish these materials in the coming months.

One of only two such programs in the country, the clinic is breaking new ground in an emerging field. “The human trafficking clinic, through the Korbel School, is internationally known, and many countries are very interested in what we’re doing,” d’Estree said. “We’re training the first generation of policy makers and people who are going to be working in the field, solving the problems of trafficking. We are on the cutting edge of doing some work to begin alleviating the trouble.”

Exhibition Fosters Cross-Cultural Dialogue

When Iranians immigrate to the United States, they face more than just language barriers. Even now, they are confronted with political tensions lingering from the Iranian Revolution 30 years ago.

Eager to show another side of her country, Morehshin Allahyari, a digital media studies graduate student who moved to the United States in 2007, conceived of a collaborative concept that would enlist artists from Colorado and Iran. When she first moved to the U.S., Allahyari recalled, the Americans she met were uninformed about her country. “It took me months to find out what I can do as an artist about this,” she said, “instead of just feeling awkward, explaining what Iran is and what it is not.”

Using “Dialogue” as its theme, the IRUS Art Project was created to confront the misconceptions between U.S. and Iranian cultures. Artistic teams were assembled from both countries; the nine Denver artists who participated were all DU students or alumni. Allahyari contacted a friend in Tehran, who pulled together 10 artists from Iran.

Each team created an individual project, which included a unique combination of painting, video art, drawings, photographs, software, street art and design. The unfinished works were shipped or transmitted via the Internet to the other team, whose members then added their own contributions. Guidelines called for all the artists to trust members of the other team to respect the cultural and religious perspectives reflected in the works.

Laleh Mehran, associate professor of electronic media arts design, observed that for DU students, it was a unique opportunity to engage with their peers from another country—“more precisely, a country that has been a point of political contention with the U.S. for decades.”

The project culminated in an exhibition of more than 200 collaborative works at a Denver gallery in March. Each piece included an interpretation of literary icons that represent the essence of the two countries: the American storyteller Mark Twain and the Persian Scheherazade, the tale spinner of One Thousand and One Nights.

“I wanted to break down the cultural barriers and help give a more balanced view to Iran,” Allahyari said. “I hope this project continues to happen, so there are more people in America who can understand Persian culture and see the beauty of Iranian art.”

The works are scheduled for an exhibition in Tehran in fall 2009.
Examining Education With Gregory Anderson

In spring 2009, the University of Denver announced that Gregory Anderson would become the new dean of the Morgridge College of Education. He began work at DU in July 2009.

Question: What is your background?
Answer: I’m the son of South Africans who relocated from Cape Town to Toronto, Canada, in the 1960s because of the apartheid regime. After attending public schools, I got baccalaureate and master’s degrees in sociology from the University of Toronto, then attended City University of New York, where I completed a PhD in sociology.

Q: What was your experience before coming to DU?
A: I received a postdoctoral fellowship at Columbia University in 1998. In the fall of 1999, I accepted a position at Teachers College, Columbia University, as assistant professor of higher and postsecondary education, and after receiving tenure in 2005, I was promoted to the rank of associate professor. In 2006, I was granted a three-year leave to serve as the Higher Education Policy Program officer for the Ford Foundation. I was responsible for all grant making in the area of higher education policy in the United States and also served a coordinating role as team leader for higher education grant making internationally at the foundation.

Q: Why did you take the Morgridge College post?
A: DU is poised to do some important things, both locally and at the state and national levels. This was an excellent fit for me because of my experience and strengths and the University’s community engagement commitment, which is attached to a strong support system of philanthropy organizations that want to make positive and progressive social change.

Q: What are the college’s strengths?
A: The Morgridge College of Education has a number of programs and community partnerships in place that are wonderfully designed and are beginning to show positive outcomes. We have teaching residency programs that are extremely successful and an exciting new institute for early childhood education that speaks very highly of the quality of our faculty and the projects they’ve initiated.

Q: Where do you see the college going?
A: Without a solid and vibrant educational system, we can’t produce an informed citizenry and a productive workforce for the future. I see the Morgridge College of Education as one of the guiding lights of the community engagement commitment the University has made to addressing important social problems in Denver, the surrounding region and nationally. I also hope the college begins to generate a greater presence among other schools of education. The foundation is here for us to play that role.
A New Residency Program for Teachers

Wartgow expects that the building and the synergy it fosters will influence the most important variable in K-12 student achievement: the quality of the teacher. A former superintendent of Denver Public Schools (DPS), Wartgow believes that too many teachers, prepared in the traditional manner through traditional programs, are not up for the challenges of today's changing classrooms.

In the interests of improving teacher education and based on the success of its Boettcher Teacher Residency program, the Morgridge College of Education has partnered with DPS to create the Denver Teacher Residency program. Modeled after a medical residency, the program is designed to attract, cultivate and support exceptional teachers in high-needs subjects and schools within the district.

Because the program is customized to the school district, participants will be able to work within DPS effectively and with a minimal learning curve. For example, courses on teaching reading will utilize DPS' reading programs, meaning new teachers will find no discrepancies between their classroom and field experiences.

Students in the residency program will earn a master's degree in curriculum and instruction, as well as their teaching license. Each will be assigned to a mentor teacher within DPS. During their second year in the program, students will work in a DPS school as a teacher of record. At the end of that year, as they receive their master's degree, they become eligible for a raise. If they teach with the district for three additional years, DPS will reimburse their full DU tuition.

The program launches in fall 2009 with 27 slots in five different schools. These slots drew 292 applicants in the first year. When the residency program reaches its peak enrollment in three years, as many as a quarter of DPS' new hires could be trained through DU.

"This is a very significant program in how it will influence the future of Denver Public Schools," Wartgow said. "It's going to have a big impact, and a lot of people are going to be looking at it. It has the most promise for improving student achievement in this country of anything I've seen in the time I've been involved with this."
**DU Team Designs Math Games to Give Preschoolers a Head Start**

Any conversation about a competitive workforce pivots on the need for improved education in the areas of science, technology, engineering and mathematics, known within academic and policy-making communities as STEM.

In fact, experts agree, if the United States is to remain economically vibrant, it must make dramatic strides in these areas, which are considered core technological underpinnings of an advanced society.

In response, DU’s Division of Natural Sciences and Mathematics launched its own STEM initiative in 2007. The initiative’s goals are to provide materials for K-12 teachers in these disciplines, to encourage students to consider studying science and mathematics in college, and to collaborate with educators on ways to bring the excitement of math and science into the classroom.

Alvaro Arias, chair of the mathematics department and director of the initiative, jump-started efforts by bringing faculty from all departments in the division together with their colleagues from the Morgridge College of Education. His goal was to create an informal, open and relaxed environment conducive to brainstorming.

That strategy paid off when a cross-disciplinary team of mathematics, education and music faculty won a nearly $900,000, three-year grant from Head Start. The team, led by math Professor Mario Lopez, was charged with creating interactive bilingual computer games to develop early math skills in children ages 3 to 5.

Before they are introduced into Head Start programs in fall 2009, the games will be tested by 60 preschoolers at DU’s Fisher Early Learning Center. The program includes a component for training the teachers in math. “Math knowledge in pre-kindergarten is a very good predictor of success in schools,” Arias said. “And children learn by playing. Set to music, these games are a lot of fun, they’re visual, and the kids are learning math. That’s huge.”

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**DU WILL BE A UNIVERSITY THAT DEVELOPS, DEMONSTRATES AND IMPLEMENTS VISIONARY EDUCATIONAL PRACTICE, FROM EARLY CHILDHOOD THROUGH GRADUATE EDUCATION.**

**An Institute to Shape Early Childhood Education**

Research indicates that success for adults begins in early childhood. In fact, the data suggest that effective early education programs increase high school and college graduation rates, reduce teenage pregnancies and illegal behavior, and help close the academic performance gap between low-income children and their more-affluent peers.

To ensure that parents, professionals, legislators and others have access to the best resources in early childhood education, the Morgridge College of Education introduced its Marsico Institute for Early Learning and Literacy in 2008. Made possible by a $1.5 million gift from the Cydney and Tom Marsico Family Foundation, the institute is directed by former Morgridge College Dean Ginger Maloney.

The institute’s primary goal is to foster partnerships to address critical issues. In the last year, the institute developed the Early Childhood Colorado Web site as an open-access information source for the early childhood community. While the site includes event and job postings, its most important function is to provide a searchable database for resources.

Thanks to a partnership with the Morgridge College’s Library and Information Science Program (LIS), the college has secured a three-year grant that will fund and train 10 master’s-level LIS students for work in the early-childhood arena. Believed to be the only such program nationwide, the effort will prepare librarians for literacy work with young children and their families.

The Marsico Institute also has provided information to Colorado policy makers, particularly as the state gears up to pursue Race to the Top funds, offered by the federal government to encourage innovation in education. In fact, the institute has provided information on P-3 (preschool through third-grade) education for the Colorado governor’s P-20 Education Coordinating Council, created to improve the quality of education for all Colorado children.

In addition, the Marsico Institute has been researching the type of legislation needed to expand access to child services and education to educators. “We’ve been able to provide research to policy makers just in time,” Maloney said. “That’s our goal. Give them the information they need just when they need it to make better decisions.”
As a participant in the American College & University Presidents’ Climate Commitment, the University of Denver has resolved to shrink its carbon footprint dramatically. In fact, in spring 2009, DU’s Sustainability Council, the organization charged with helping the institution advance its green goals, unveiled a plan that calls for DU to reach zero net greenhouse gas emissions by 2050.

Approved by the University’s Board of Trustees in June, the plan is paced to spur change in a cost-effective way, said Federico Cheever, a professor at the Sturm College of Law and chair of the Sustainability Council during 2008–2009. Although the University could achieve zero net emissions before 2050, haste might result in costs that far exceed savings. If a long-term program is to be sustainable itself, and if the University is to lead the private sector in this critical area, it has to construct a plan that is cost-effective and efficient.

Although the University already had made efforts toward reducing its carbon footprint before Chancellor Robert Coombe signed the climate commitment in 2007, his doing so accelerated these efforts. The new sustainability plan calls for half of DU’s energy savings to come from energy conservation. “The cheapest unit of energy that’s going to emit the least amount of carbon dioxide is the energy you never have to buy,” Cheever explained. “And the second is the energy you never have to use. The point of consumption is the most effective place of conservation. It saves the cost of generation and transmission.”

Across campus, conservation measures are resulting in significant savings. In the Ritchie Center’s Hamilton Gymnasium, for example, the replacement of high-energy light bulbs with energy-efficient fluorescent bulbs resulted in energy savings of nearly 75 percent. In other buildings, thermostat adjustments also reduced energy consumption and boosted savings.

In coming years, the Sustainability Plan will benefit from efficiencies at utility companies and, possibly, the implementation of various forms of renewable energy on site. Xcel
Energy, which provides much of the institution’s electric power, has committed to reducing its own carbon emissions 80 percent by 2050. The University will enhance these projected reductions with renewable energy, generated on and off site.

DU currently purchases wind-power credits sufficient to offset one-third of its emissions, 1,900 tons of carbon dioxide each year. The University is considering a strategy in which it becomes part of a multi-university Colorado consortium that invests in wind power.

On campus, DU is considering generating its own energy, most likely in the form of fuel cells within a co-generation facility to be housed in a new building. While the fuel cells are generating power for the building, they are also generating heat. Efficiency is gained through the facility’s location on campus, which reduces the power lost through transmission across long distances.

DU may also purchase carbon credits. In the near future, carbon credits can be acquired from the Colorado Carbon Fund, through which the University can buy the right to emit a certain amount of carbon dioxide, safe in the knowledge that elsewhere in Colorado, another local source of carbon dioxide is being retired.

Promoting Recycling and Two-Wheeled Transportation

DU already has made significant progress creating new habits among faculty, staff and students. Beginning in fall 2008, the Sustainability Council placed 3,000 single-stream recycling bins in buildings across campus as part of its “Get Caught Green-Handed” campaign. As a result, DU now recycles an average of 21 tons of paper, glass, metal and plastic each month, up from a monthly average of 10 tons. The program has been so successful that custodians are called upon to empty individual office trash cans only occasionally.

Still another initiative aims to reduce the amount of greenhouse gases generated by automobiles. Mary Jean O’Malley and Zoee Turrill, student members of the Sustainability Council, helped formulate a campus bike-sharing pilot program, unveiled in spring 2009, that will complement a citywide program scheduled to launch in spring 2010. The DU program will circulate 20 special commuting bicycles among members of the campus community. (The city program is expected to feature 600 bikes and scores of pick-up and drop-off kiosks throughout Denver.) O’Malley and Turrill partnered with the city to host two of the kiosks. The two also raised $50,000 from academic departments, campus organizations and students to bring the bike program to DU.
Fostering the Study of Sustainability

To fulfill the University’s educational mission, the Sustainability Council created a highly customizable undergraduate minor in sustainability, which begins in fall 2009. The minor, available to students in most fields of study, will focus on the three pillars of sustainability: economic, social and environmental. A gateway course provides a common foundation, while a capstone course explores the connection among the three pillars to ensure that students benefit from interdisciplinary approaches to sustainability questions, either through collaborative research or community-based learning.

The Sustainability Council hopes to extend this academic initiative into graduate education. According to council member Mike Keables, associate dean of the Division of Natural Sciences and Mathematics, plans are under way for a broad, interdisciplinary program that will enlist faculty from the Sturm College of Law, the Josef Korbel School of International Studies, the Daniels College of Business and the traditional arts, humanities, social sciences, natural sciences and mathematics graduate programs.

The initiative may debut at the master’s level, but Keables anticipates interest in a doctoral program. Because so few institutions offer graduate education in sustainability, Keables considers this an opportunity for the University to break new ground.

On the Drawing Board

Getting to carbon neutrality by 2050 will have its challenges, but the plan’s approach is conservative. Over the next 40 years, Cheever expects the University will benefit from new technologies. “We're still guessing what technologies will be available at what cost. Since technology is rapidly improving, we’ll probably be able to do better,” he said.

But the University isn’t waiting for those new technologies to materialize before it adopts its own programs. Going forward, the Sustainability Council is considering four campaigns:

- a climate campaign focused on reducing greenhouse gas emissions
- a livable urban campus campaign to ensure a high quality of life, despite increased density
- a mindful consumption campaign to educate the campus community about where things come from and where waste goes
- a sustainable education campaign to educate students about the new sustainable economies of the 21st century

“First and foremost, we are an educational institution. Everything we do, including reducing our carbon footprint, is about education,” Cheever explained. “Sustainability touches everything. It’s about chemistry and biology. It’s about law. It’s about community organization. It’s not just about reducing carbon emissions. It’s about doing everything we can to sustain a culture at DU — from consumption to teaching. We will involve students, and they will learn more about where energy use comes from and where the waste goes.”

Law Students Mobilize to Halt Logging in Stressed Forest

In June 2009, students with the Sturm College of Law’s Environmental Law Clinic filed suit against the U.S. Forest Service, hoping to stop proposed logging on southwestern Colorado’s Handkerchief Mesa.

Filed on behalf of two conservation groups, WildEarth Guardians and Colorado Wild, the 17-page lawsuit claims that the 3,500-acre Handkerchief Mesa Timber Project in the Rio Grande National Forest will further stress lands still recovering from a clear-cutting project and a budworm infestation. The suit also claims that logging would compromise the health of the Rio Grande and thousands of communities downstream.

Each year, the Environmental Law Clinic offers eight to 10 students practical experience in environmental law. Students typically work on behalf of nonprofit groups unable to afford top-of-the-line legal services. The Handkerchief Mesa suit was prepared by third-year law student Jacob Schlesinger and Environmental Law Clinic fellow and project attorney Ashley Wilmes.

“The headwater area of the Rio Grande is an important area,” Wilmes said. “This particular plan uses outdated forest management, while the area is still recovering from past logging. The case falls into the traditional realm of what the clinic had been involved with, including forest deforestation and endangered species work.”

Michael Harris, director of the Environmental Law Clinic, hopes the lawsuit will help the Forest Service look beyond the interests of the timber industry to consider the health of an ecosystem. The timber project, he said, “amounts to an illegal chop-the-trees-to-save-the-forest plan. It will be a major setback for ongoing soil and timber recovery.”
INC LUSIVE EXCELLENCE: Promoting Diversity and Embedding Values

The University of Denver has long been committed to diversity. That commitment is reflected in policies, in programming, in faculty research and in the classes offered students.

In 2006, DU refined its definition of diversity, going beyond the traditional model of simply counting numbers to embrace Inclusive Excellence, a program that strives for a seamless and campuswide integration of the University’s many populations.

Developed by the Association of American Colleges and Universities, Inclusive Excellence is an organizational philosophy in which inclusiveness is embedded throughout every aspect of the institution. It engages students, faculty, staff and administrators, who work together to achieve and maintain a multicultural consistency that extends beyond campus and connects the University with society’s demographic reality.

Seven years ago, DU created the Center for Multicultural Excellence to help the University’s many units understand and implement the concept of Inclusive Excellence. According to Jesús Treviño, associate provost for multicultural excellence, Inclusive Excellence at DU is about each area examining every component of its practices — everything from policies and procedures to marketing materials and internal communications — to determine whether each is inclusive. If not, units may target those deficient areas for changes and thus begin developing the habits of inclusiveness. “It’s a new way of thinking about inclusiveness and a new way of conducting business,” Treviño said.

Because Inclusive Excellence can be daunting to analyze and implement, the center developed a tool kit that, by posing a series of questions, helps units on campus evaluate their policies and practices.

As Treviño sees it, DU has responded assertively to the program. The Office of Admission, for example, began practicing Inclusive Excellence immediately. Many of the academic units also embraced the concept. The Morgridge College of...
Education not only developed core values and program goals related to Inclusive Excellence, it also created an Excellence Committee to review curriculum, staff and staff training. The Daniels College of Business formed an Inclusive Excellence Task Force in 2008, bringing together faculty, staff and students for an examination of policies, teaching and financial aid. Meanwhile, the Division of Natural Sciences and Mathematics also created an Inclusive Excellence Committee to identify its own areas for improvement. “It’s an exciting time at the University,” Treviño said.

Thanks to efforts like these and Treviño’s leadership, the University has emerged as a pioneer in Inclusive Excellence. In fact, Treviño has fielded countless calls and visits from higher education administrators curious about DU’s efforts. “They have been looking at the model we have to figure out how they can duplicate it on their campuses,” he said. “We are definitely a leader in the work that we’re doing.”

Preparing Professionals for a Multicultural Society

The nation’s changing demographics require that the coming generation of doctors, lawyers, educators, entrepreneurs and leaders possesses a host of different skills.

With that in mind, the University is preparing its graduates to succeed and contribute in a marketplace characterized by diversity. For example, the Sturm College of Law has created a Lawyering in Spanish program that helps students represent Spanish-speaking clients or work with Latin American and Spanish lawyers. With Spanish the second most widely spoken language in the United States, such preparation ensures that future attorneys will be able to serve clients effectively. And with Spanish one of the three most commonly used languages in the world, it positions lawyers for a vital role in the global arena.

The program immerses law students in language, culture and law. Courses are taught in Spanish by experienced legal

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DU Extends a Hearty Welcome to International Students

International students bring different perspectives and ideas to the classroom. They add diversity to the marketplace of ideas. That’s one of the reasons the University of Denver recruits them so enthusiastically.

Coming from nearly 100 countries, international students at DU represent 6.3 percent of all undergraduate and graduate students on campus. That’s compared to less than 4 percent nationally.

Each fall, staff members from the Office of International Student Admission travel to various regions of the world to meet prospective undergraduate students. In the 20 years the office has traveled abroad, international student enrollments have increased nearly 55 percent. In 2010, the office plans to extend its travel schedule into the spring months, allowing the University to expand its outreach. By putting University representatives face to face with prospective students, the extended travel initiative provides DU a better chance to allay any fears surfacing around emerging issues — whether influenza or fluctuating currencies.

International students choose DU for its deep educational experience and for its rolling admissions policy, Marjorie Smith, associate dean and director of the office, explained. Under rolling admissions, students are notified of the University’s acceptance decision when the application file is complete. This policy gives international students greater flexibility when making their plans and selections.

DU also offers academic scholarships and conditional admission, making it possible for non-native speakers to complete courses in the English Language Center before beginning their initial course work. International students also can take advantage of the Cherrington Global Scholars study abroad program, a feature that expands their undergraduate experience.

The University’s commitment to student success also resonates with international students, Smith said. First-year seminars, which connect students with a faculty mentor, ensure that students feel at home and that they get any additional assistance they need. In fact, Smith added, DU’s reputation for personal attention accounts, in large part, for its 88.7 percent retention rate from first-year to sophomore status among international students. This compares to DU’s overall retention rate of 87.8 percent.

“Many of them are just dazzling,” Smith said of the University’s international students. “They enhance the profile of our student body, and once in the classroom, they contribute to the academic experience, while becoming an integral part of our student life.”
professionals expert in everything from labor law and immigration law to business transactions. In addition, the program offers internships that place students with law firms in Latin America and Spain, where they work closely with a mentor to gain experience in drafting legal documents, conducting international business transactions, interviewing clients, completing research and going to court in a civil-law jurisdiction.

**Mobilizing to Educate Legislators and Shape Policy**

In September 2008, the DU Latino Center for Community Engagement and Scholarship, along with Azteca America and Grupo Salinas, delivered a report to members of the U.S. Congress titled *The State of Latinos 2008: Defining an Agenda for the Future*. The report recommended creation of a presidential commission on Latino issues to increase Latino access to vital educational, health, economic and civic opportunities. The report noted that failure to reform immigration laws widens disparities and limits progress for members of the Latino community and for the nation as a whole.

Debora Ortega, associate professor of social work and director of the center, hopes Congress will use the report’s curricula recommendations as a model for educational change throughout the United States. Specifically, the report recommended focusing resources on early education for Latino children, while engaging their parents in the process.

That report led to a white paper, presented in summer 2009 to the International Center for Journalists and delivered to the U.S. Census Bureau and U.S. Congress, as well as to various Latino policy centers. The paper, *The State of Latinos: Census 2010 Defining an Agenda for the Future*, outlined the challenges facing the Census Bureau as it seeks to collect accurate data on the Latino population.

Recommendations to the Census Bureau included implementing advertising and broadcasting campaigns encouraging Latinos to participate and educating them about how census information is used. A 30-minute program prepared for Spanish-language television in Denver featured Chancellor Robert Coombe. In addition to educating viewers, the program raised DU’s visibility among the Latino community.

“The impact that we have as a very small center is enormous,” Ortega said. “Our policy research has gained exposure on the state, national and international levels.”
RECRUITING UNDERGRADUATE STUDENTS: New Strategies Result in Exceeded Goals

In fall 2008, as the Office of Admission launched its campaign to recruit the next year’s undergraduate class, it faced a marketplace characterized by economic uncertainty. Across the nation, Americans saw their home equity shrinking, the value of their College 529 plans declining and, in many cases, their jobs vanishing. As a result, enrollment professionals expected that longstanding patterns associated with the college search would shift. In fact, research from Royall & Co., a higher education marketing firm, suggested that students were more likely than previously to select colleges in their home state, if only to relieve their families of the financial burden associated with attending out-of-state schools. In addition, a greater number of students reported they would apply to more colleges than previously, and a significant number said that financial considerations would determine their decisions.

“In my 35 years in this business, I have been through several recessions,” Tom Willoughby, vice chancellor for enrollment, recalled. “They each brought their own set of challenges, not one of them quite like this.”

To contend with the challenges, Willoughby and his staff devised several strategies to meet enrollment and net revenue goals. These included:

• maximizing the size of the applicant pool
• increasing campus visitation
• increasing application-completion rates
• developing a competitive financial-aid leveraging model
• addressing affordability issues with prospective students early and often
• drawing upon the most reliable data available to determine how many students should be admitted

The results of this strategy exceeded Willoughby’s expectations, with the University experiencing impressive growth in applications and deposits, even as other Colorado institutions were seeing declines. DU received a total of 10,881 applications, compared to 8,394 the previous year and 6,365 two years ago. That represented a 30 percent increase in applications from the year before and a 71 percent increase from two years ago.

Just as important, the University recorded an increase for all the cohorts it monitors closely. Multicultural applications rose by 108 percent, international applications were up 99 percent, and out-of-state applications increased 31 percent from 2008 to 2009.

The success of this strategy was apparent as early as the November 2008 deadline for Early Action applications. “Both the quantity and quality of the Early Action applicant pool were stronger this year, making admission to DU more competitive once again,” Willoughby said. In fact, the admission staff reviewed 3,370 early action applications, compared to 1,965 the previous year, a 72 percent increase. Of the 3,370 applicants, 2,353 were accepted, for an admit rate of 70 percent, and 603 applicants were deferred to the Regular Decision applicant pool. In addition, the academic profile of the admitted pool was stronger than in the previous year, with slight increases in the average GPA and in ACT and SAT scores.

By the May 1 deposit deadline, the Office of Admission had received more than 1,300 deposits. In early August, Willoughby was expecting 1,230 students to enroll in fall 2009, almost 100 more students than the budgeted goal of 1,145.

Willoughby attributes the University’s success to the strategies implemented early in the recruitment cycle and to the institution’s credibility among prospective students and their parents. “DU continues to be an attractive option for students on its own merits and rising reputation,” he said.
GRADUATE AND PROFESSIONAL PROGRAMS:
Steady Growth Continues

In fall 2008, the University of Denver experienced measured growth in its traditional and professional graduate programs, enrolling 5,691 students, compared to 5,666 in fall 2007. Just as important, the University continued its efforts to recruit highly qualified students who will add to the institution's vital intellectual community.

The Daniels College of Business and Sturm College of Law accounted for 38 percent of all graduate enrollment—with the business programs enrolling 971 students, up from 874 in the previous year, and the Sturm College enrolling 1,179 students, an intentional drop from 1,234 in fall 2007. A similar reduction in enrollment is planned for the Sturm College next year as well, allowing the school to continue its focus on improving academic capability among students.

Enrollment continued to grow at the Morgridge College of Education, which exceeded its fall 2008 budget of 758 students by enrolling 817. When the college's new home, Kathryn A. Ruffatto Hall, opens in fall 2010, additional enrollment growth is expected, thanks to expanded capacity.

The School of Engineering and Computer Science enrolled 194 graduate students, an increase from 161 in 2007. The increase is attributable, in part, to a number of industry collaborations at the master's level. Under the leadership of a new dean, James Herbert Williams, the Graduate School of Social Work enrolled 401 students, up from 379 in fall 2007. Meanwhile, the Josef Korbel School of International Studies enrolled 423 students, down from a high of 464 in fall 2007.

The highly selective Graduate School of Professional Psychology enrolled 223 students, compared to 217 in 2007. Even with this increase in students, the GSPP regularly admits fewer than one-third of applicants.

Graduate programs in the arts, humanities, social sciences, natural sciences and mathematics experienced a slight increase in enrollment—453 students, compared to 414 the year before. And University College, which offers both undergraduate and graduate programs, continued the steady growth in its graduate enrollment, with 1,052 students participating in its 2008 programs, up from 917.

Many of the graduate and professional programs expect steady, though not dramatic, enrollment growth in fall 2009. In some programs, an increased number of applicants has enhanced selectivity. For example, the Morgridge College of Education had an acceptance rate of 60 percent, relative to 76 percent in 2008. The Graduate School of Social Work also saw a rise in applications, with 621 compared to 505 in the prior year.
Over the past three years, the division of University Advancement (UA) has transformed itself and its focus. Under the leadership of Vice Chancellor Ed Harris, who joined DU in June 2006, UA has restructured to accomplish fundraising goals set by Chancellor Robert Coombe for a major comprehensive campaign. The resulting focus on major and planned gifts has led to a dramatic increase in philanthropic support, with a record $76.1 million raised during the campaign's first year. Nearly $191 million had been raised as of June 30, 2009, in the ongoing silent phase that began July 1, 2006.

Progress on the campaign during fiscal year 2009 was somewhat modest compared to the previous two years, largely owing to the nation’s economic climate. However, even factoring in the economy, the year was one of the best fundraising years in DU’s history. Among other successes, the year saw significant gains in unrestricted giving. Such gifts provided the financial flexibility to focus on a number of priorities, including establishing significant endowed scholarships in the Josef Korbel School of International Studies and the School of Art and Art History.

This year, the publication of a Chancellor’s Vision Statement formalized the campaign goals with a focus on people and programs. A series of major gifts supported his priorities and stood as evidence of the campaign's progress.

- DU’s Myhren Gallery received a $6.9 million gift from the Dalbey family. The Dalbey Photographic Collection will enrich the gallery’s collection and student educational opportunities.
- William C. Petersen bequeathed $4 million to the School of Engineering and Computer Science for scholarships and facilities.
- Through a considerable bequest intention, James Mulligan and his wife, Joan Burleson, will establish an endowed fund to support comprehensive strategic planning.
- Through a $1 million challenge gift, an anonymous donor encouraged others to make endowed scholarship gifts to Sturm College of Law, matching these new scholarship gifts one to one.
- An anonymous donor made a momentum-building gift to the Academic Commons, a visionary new space for integrating collaborative learning and informal social interaction.
- The Bernard Osher Foundation established an endowed fund of $1 million for the Osher Lifelong Learning Institute, which provides personal enrichment learning opportunities for older adults.
- Ralph and Trish Nagel donated $2.3 million to enhance visual arts education, with a special emphasis on painting and the construction of a new studio art building, as well as revitalization of the Shwayder Art Building.
- Trygve and Victoria Myhren also supported the priorities of the School of Art and Art History through a noteworthy gift, enhancing the endowment for the Myhren Gallery.
- DU received a $1.5 million unrestricted estate gift from William and Marcia Fairfield.

In addition to receiving substantial support for people and programs, the University received transformational gifts for campus building projects. DU celebrated the dedication of several facilities during fiscal year 2009 and anticipates more such celebrations in the coming years.

- In August 2008, DU dedicated Nagel Hall, the first "green" residence hall on campus. Named for Ralph and Trish Nagel, the facility provides beautifully functional spaces for all aspects of student life.
- Katherine A. Ruffatto Hall, named in honor of the daughter of Mike and Joan Ruffatto, broke ground in February 2009. The facility will be the new home of the Morgridge College of Education and the Learning Effectiveness Program, thanks to the generosity of Carrie and John Morgridge and the Ruffatto family. The Galena Outdoor Classroom, made possible through a gift from the Galena Foundation and situated in the Ruffatto Hall courtyard, will be an important addition to the facility’s learning spaces, providing a place for classes, informal meetings, guest lectures and collaborative small-group work by students.
- Through the vision of a small group of donors, a new soccer stadium and a weight-training facility for varsity athletes, both currently under construction, will aid in attracting the most outstanding student-athletes to DU.
- With a $5 million contribution from the Anna and John J. Sie Foundation, the Josef Korbel School of International Studies prepared for an August 2009 opening of the SIÉ CHÉOU-KANG Center for International Security and Diplomacy. The SIÉ CHÉOU-KANG Chair in International Security and Diplomacy will anchor the school’s security program and lead in the development of the center’s program.
- A second addition to Cherrington Hall will house the Frederick S. Pardee Center for International Futures, a project that analyzes and forecasts long-term global change. The generosity of Frederick S. Pardee made the center possible.

In fiscal year 2009, UA continued to enhance its efforts to implement fundraising best practices. Through internal examination, strategic collaborations and increased
budget efficiencies, UA continued to develop systems that maximize the accuracy and efficacy of its donor relations, gift acknowledgment, and data acquisition and management efforts, all with a focus on keeping fundraising costs as low as possible. Overall, development efforts at DU maintain momentum as the institution continues a focus on major gifts in the fourth year of the campaign.

**FISCAL YEAR 2009: A Strategy for Changing Times**

As was the case for many colleges and universities, fiscal year 2009 presented both financial challenges and opportunities for the University of Denver. A combination of strategic budgeting and a prudent approach to operations served the University well, and despite the difficult economic environment, the University completed the year with its 19th consecutive operating surplus. The operating margin for the year was $23 million on revenues of $341 million (net of financial aid), a result that further enhanced the University’s liquidity, left the institution in a strong cash position, and provided additional resources for continued investments in mission-critical programs and initiatives.

These good results were achieved despite a substantial decline in revenues from endowment earnings and interest on working capital. At the close of fiscal 2009, the University’s endowment stood at $257 million, a decline of $43 million (14.4 percent) from the previous fiscal year. The percentage reduction in actual endowment expenditures during the year was smaller than this figure, though, as the University’s policy calls for spending at 4.5 percent of a 12-quarter trailing average of the value of each endowment fund. Although the amounts of our working capital reached historic highs, interest rates plummeted during the year, resulting in revenues substantially smaller than those realized in fiscal 2008.

As has been the case historically, student tuition formed the University’s principal revenue stream in fiscal 2009. Net tuition and student fees provided 70 percent of total operating revenues during the year. Enrollments were strong throughout the fiscal year, contributing to the positive operating margin realized at year-end. Auxiliary operations accounted for 13 percent of revenues, gift and endowment distributions 6 percent, grants and contracts 7 percent and other revenues 4 percent of the total. In fiscal 2009, 63 percent of the University’s expenditures were associated with compensation of faculty and staff members. Of $318 million in total expenditures, $11 million accrued from service on $143 million of long-term debt. All of the University’s outstanding debt is fixed-rate debt, with an overall cost of capital of 4.3 percent. The University has maintained an A1 bond rating from Moody’s and an A rating from Standard and Poor’s.

The University responded to the turmoil and uncertainty in the world economy with decisive measures that reduced budgeted expenditures for fiscal 2010 and beyond. These measures included recentralization of a number of operations and a two-phase voluntary and involuntary severance program that eliminated staffing redundancies. In total, budgeted expenditures for fiscal 2010 were reduced by more than $12 million. These reductions were done in a careful and targeted manner, and the University expects no adverse impact on its ability to accomplish its mission to provide the highest quality education for students, to grow a thriving research enterprise and to serve the public good. In fact, these measures made new funds available for key investments, most particularly in student financial aid. For fiscal 2010 and beyond, the University substantially increased its pools of budgeted funds for need-based aid for continuing students (both undergraduate and graduate) and for need- and merit-based aid for new first-year undergraduates. The institution more than tripled the size of its pool of funds for emergency aid for students and their families whose financial circumstances change during the year. These actions undoubtedly contributed to the institution’s record enrollments and strong persistence rates in fall 2009.
**FINANCIAL SUMMARY**

*Thousands of Dollars*

### UNRESTRICTED NET ASSETS ACTIVITY

#### REVENUES

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#### EXPENSES

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<td>Student services</td>
<td>13,023</td>
<td>14,469</td>
<td>15,697</td>
<td>15,638</td>
<td>16,676</td>
</tr>
<tr>
<td>Institutional support</td>
<td>31,686</td>
<td>33,859</td>
<td>38,219</td>
<td>38,678</td>
<td>38,809</td>
</tr>
<tr>
<td>Auxiliary enterprises</td>
<td>41,873</td>
<td>44,143</td>
<td>48,120</td>
<td>52,379</td>
<td>53,730</td>
</tr>
<tr>
<td>Other operating expenses</td>
<td>17,320</td>
<td>14,208</td>
<td>13,121</td>
<td>18,125</td>
<td>15,230</td>
</tr>
<tr>
<td><strong>Total expenses</strong></td>
<td>250,439</td>
<td>264,220</td>
<td>282,337</td>
<td>307,570</td>
<td>317,824</td>
</tr>
</tbody>
</table>

#### Non Operating Results

<table>
<thead>
<tr>
<th></th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undistributed investment gains/(losses)</td>
<td>10,347</td>
<td>17,098</td>
<td>27,996</td>
<td>(6,700)</td>
<td>(48,827)</td>
</tr>
<tr>
<td>Endowed gifts</td>
<td>21,647</td>
<td>14,040</td>
<td>23,654</td>
<td>28,608</td>
<td>2,144</td>
</tr>
<tr>
<td>Other nonoperating activities</td>
<td>(1,456)</td>
<td>(6,582)</td>
<td>9,033</td>
<td>10,229</td>
<td>(3,566)</td>
</tr>
<tr>
<td><strong>Total Nonoperating Activities</strong></td>
<td>30,538</td>
<td>24,556</td>
<td>60,683</td>
<td>32,137</td>
<td>(50,249)</td>
</tr>
</tbody>
</table>

#### Net change in total assets

<table>
<thead>
<tr>
<th></th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>51,049</td>
<td>51,829</td>
<td>100,429</td>
<td>66,047</td>
<td>(26,951)</td>
<td></td>
</tr>
<tr>
<td>Total net assets, beginning of year</td>
<td>555,399</td>
<td>606,448</td>
<td>658,277</td>
<td>758,706</td>
<td>824,753</td>
</tr>
</tbody>
</table>

#### Total net assets, end of period

<table>
<thead>
<tr>
<th></th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>$606,448</td>
<td>$658,277</td>
<td>$758,706</td>
<td>$824,753</td>
<td>$797,802</td>
<td></td>
</tr>
</tbody>
</table>
ASSET ALLOCATION OF THE ENDOWMENT FUND

- Large Cap Equities: 11.5%
- Private Equity: 14.3%
- Small/Mid Cap Equities: 3.7%
- International Equities: 5.7%
- Absolute Return: 19.8%
- Hedged Equity: 16.6%
- Real Estate: 9.8%
- Cash/Short-term Treasuries: 18.6%
**BOARD OF TRUSTEES**

<table>
<thead>
<tr>
<th>Name</th>
<th>Title/Position</th>
<th>Company/University</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>President and CEO</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Joy Burns</strong></td>
<td>Chairman, President</td>
<td>D. C. Burns Realty &amp; Trust Co.</td>
<td>Denver</td>
</tr>
<tr>
<td><strong>Patrick Bowlen</strong></td>
<td>President and CEO</td>
<td>Denver Broncos Football Club</td>
<td>Denver</td>
</tr>
<tr>
<td><strong>Edward Estlow, BA ’42</strong></td>
<td>Former President, Scripps-Howard</td>
<td></td>
<td>Denver</td>
</tr>
<tr>
<td>**Margot Gilbert Frank, BA ’71</td>
<td>Trustee, Lewis D. and John J. Gilbert Foundation</td>
<td></td>
<td>Denver</td>
</tr>
<tr>
<td><strong>Kevin Gallagher, MBA ’03</strong></td>
<td>President and CEO</td>
<td>Gallagher Industries, LP</td>
<td>Denver</td>
</tr>
<tr>
<td><strong>Peter Gilbertson, BA ’75</strong></td>
<td>Chairman and CEO</td>
<td>Anacostia &amp; Pacific Company Inc.</td>
<td>Chicago</td>
</tr>
<tr>
<td><strong>Nathaniel Goldston III, BSBA ’62</strong></td>
<td>Chairman and CEO</td>
<td>Gourmet Services Inc.</td>
<td>Atlanta</td>
</tr>
<tr>
<td><strong>Leo Goto, BSBA ’67, MBA ’74</strong></td>
<td>Owner, The Wellshire Inn</td>
<td></td>
<td>Denver</td>
</tr>
<tr>
<td><strong>Maria Guajardo, MA ’85, PHD ’88</strong></td>
<td>Executive Director</td>
<td>Mayor’s Office for Education &amp; Children</td>
<td>Denver</td>
</tr>
<tr>
<td><strong>Patrick Hamill, BSBA ’81</strong></td>
<td>President and Owner</td>
<td>Oakwood Homes LLC</td>
<td>Denver</td>
</tr>
<tr>
<td><strong>Jane Hamilton</strong></td>
<td>President and Owner</td>
<td>Frederic C. Hamilton Family Foundation</td>
<td>Denver</td>
</tr>
<tr>
<td><strong>Richard Kelley</strong></td>
<td>Chairman of the Board, Chairman</td>
<td>Outrigger Enterprises</td>
<td>Denver</td>
</tr>
<tr>
<td><strong>Patricia Livingston</strong></td>
<td>President</td>
<td>Construction Technology Inc.</td>
<td>Denver</td>
</tr>
<tr>
<td><strong>John Low, JD ’51</strong></td>
<td>Member/Attorney</td>
<td>Sherman and Howard</td>
<td>Denver</td>
</tr>
<tr>
<td><strong>John Miller, BSBA ’75, MBA ’76</strong></td>
<td>President and CEO</td>
<td>North American Corporation</td>
<td>Chicago</td>
</tr>
<tr>
<td><strong>Carron Morgridge</strong></td>
<td>Vice President</td>
<td>Morgridge Family Foundation</td>
<td>Denver</td>
</tr>
</tbody>
</table>

**TRYGVE MYHREN**
President  
Myhren Media Inc.  
Denver

**Ralph Nagel**
President  
Top Rock Inc.  
Denver

**Robert Newman**
Owner  
Greenwood Gulch Ventures  
Denver

**Scott Reiman, BSBA ’87**
President  
Hexagon Investments  
Denver

**Richard Sapkin, BSBA ’83**
Managing Principal  
Edgemark Development LLC  
Denver

**Douglas Scrivner, JD ’77**
General Counsel and Secretary  
Accenture  
San Jose

**Catherine Shopneck, BFA ’76, MBA ’79**
Principal  
South Woods Financial LLC  
Denver

**John Sie**
Founder, Former President and CEO  
Starz Entertainment LLC  
Denver

**Donald Sturm, LLB ’58**
Chief Executive Officer  
The Sturm Group  
Denver

**Otto Tschudi, BSBA ’75**
Partner  
Thomas Weisel Partners  
San Francisco

**Clara Villarosa**
Founder and Former Owner  
The Hue-Man Experience  
New York

**Frederick Waldeck, BSBA ’71**
Managing Director  
Tishman Speyer  
New York

**HONORARY LIFE TRUSTEES**

**William Coors**

**William Kurtz**

**Edward Lehman**

**Daniel Ritchie**
Chairman Emeritus

**J. William Sorenson**

**Robert Timothy**

**Carl Williams**

**ADMINISTRATION**

<table>
<thead>
<tr>
<th>Name</th>
<th>Title/Position</th>
<th>Company/University</th>
<th>Location</th>
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</thead>
<tbody>
<tr>
<td><strong>Robert Coombe</strong></td>
<td>Chancellor</td>
<td></td>
<td></td>
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<tr>
<td><strong>Gregg Kvistad</strong></td>
<td>Provost</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Peg Bradley-Doppes</strong></td>
<td>Vice Chancellor for Athletics, Recreation &amp; Ritchie Center Operations</td>
<td></td>
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</tr>
<tr>
<td><strong>Carol Farnsworth</strong></td>
<td>Vice Chancellor for University Communications</td>
<td></td>
<td></td>
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<tr>
<td><strong>Ed Harris</strong></td>
<td>Vice Chancellor for University Advancement</td>
<td></td>
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<tr>
<td><strong>Kenneth Stafford</strong></td>
<td>Vice Chancellor for University Technology</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Thomas Willoughby</strong></td>
<td>Vice Chancellor for Enrollment</td>
<td></td>
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<tr>
<td><strong>Craig Woody</strong></td>
<td>Vice Chancellor for Business and Financial Affairs, Treasurer</td>
<td></td>
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<tr>
<td><strong>Eric Gould</strong></td>
<td>Vice Provost for Internationalization</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Nancy Allen</strong></td>
<td>Dean, Penrose Library</td>
<td></td>
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</tr>
<tr>
<td><strong>Gregory Anderson</strong></td>
<td>Dean, Morgridge College of Education</td>
<td></td>
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<tr>
<td><strong>Peter Burski</strong></td>
<td>Dean, Graduate School of Professional Psychology</td>
<td></td>
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</tr>
<tr>
<td><strong>James Davis</strong></td>
<td>Dean, University College</td>
<td></td>
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<tr>
<td><strong>Tom Farer</strong></td>
<td>Dean, Josef Korbel School of International Studies</td>
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<tr>
<td><strong>Lynn Gangone</strong></td>
<td>Dean, The Women’s College</td>
<td></td>
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<tr>
<td><strong>Martin Katz</strong></td>
<td>Interim Dean, Sturm College of Law</td>
<td></td>
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<tr>
<td><strong>Anne McCall</strong></td>
<td>Dean, Divisions of Arts, Humanities and Social Sciences</td>
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<tr>
<td><strong>L. Alayne Parson</strong></td>
<td>Dean, Division of Natural Sciences and Mathematics</td>
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<tr>
<td><strong>Christine Riordan</strong></td>
<td>Dean, Daniels College of Business</td>
<td></td>
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<tr>
<td><strong>Rahmat Shoureshi</strong></td>
<td>Dean, School of Engineering and Computer Science</td>
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<tr>
<td><strong>James Herbert Williams</strong></td>
<td>Dean, Graduate School of Social Work</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
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