Dear Friends,

The past year was a good one for the University of Denver, as we gained momentum in our movement along a number of strategic paths. We continued to enroll exceptional students at both the undergraduate and graduate levels. The class of first-year undergraduates that entered the University this past fall was once again our finest ever, having been selected from among a record number of applicants. We hired a number of great new faculty members. Together, our faculty and students produced a level of intellectual excitement on campus that was truly extraordinary.

This excitement was channeled in ways that had a significant impact on the public good, including a host of projects and activities large and small. A particularly important such activity was an analysis of immigration in the United States done by our Strategic Issues Program. The report from this analysis, “Architecture for Immigration Reform,” was very broadly disseminated — both at the regional and national levels — and has had a significant impact on public discourse surrounding this important issue.

The campus itself continued to evolve and is surely among the most beautiful and effective in America. A number of new structures opened during the year, including the SIÉ CHÉOU-KANG Center in our Josef Korbel School of International Studies, the University of Denver Soccer Stadium and the Pat Bowlen Training Center for our varsity athletes. DU Athletics continued its pattern of success, both on the field with its third consecutive Learfield Sports Directors’ Cup for NCAA Division I-AAA and in the classroom, where our athletes posted an exceptional performance and graduation rate. Excellence and integrity: That is simply the DU way.

Financially, the sacrifices made in fiscal year 2009 paved the way for a solid performance in fiscal year 2010. As is shown by the data presented in this report, the University finished the year with a substantial operating margin, our fundraising improved, and our endowment recovered to a market value near the peak it reached before the onset of the recession in summer 2008.

Our positive momentum continues unabated as we strive to be a great private university dedicated to the public good.

Sincerely,

Robert D. Coombe
July 2009

The University of Denver begins its 146th year.

- Four portraits of Holocaust survivors by Deborah Howard, associate professor of art and art history, are accepted into the permanent collection at Jerusalem’s New Holocaust Art Museum, which houses the world’s largest collection of Holocaust art.
- The School of Engineering and Computer Science (SECS) and the Division of Natural Sciences and Mathematics introduce master’s and PhD programs in nanoscale science and engineering, making DU the first university in the Rocky Mountain region to offer such graduate degrees. SECS also announces a five-year dual-degree program that allows students to obtain a bachelor’s and master’s degree within the school, meaning students can sequentially pursue, say, a BS in electrical engineering and an MS in bioengineering.
- DU’s Penrose Library crosses a digital milestone by adding the millionth URL to its catalog.

August 2009

- The Women’s College announces new certificate programs in entrepreneurial studies and philanthropic studies. Another certificate program, in community-based research, will begin in January. The philanthropic studies certificate is a first in the Rocky Mountain region.
- On behalf of WildEarth Guardians, the Sturm College of Law Environmental Law Clinic files suit in federal court against Xcel Energy over the operation of Denver’s Cherokee Station coal-fired power plant. The suit contends Xcel has repeatedly violated federal standards for limiting and monitoring opacity levels from plant emissions and asks the court to force Xcel to comply with monitoring regulations. In another case, the Environmental Law Clinic reaches a settlement with the U.S. Fish and Wildlife Service and the Department of the Interior to revisit an earlier decision to deny endangered species protections for two rare plants in the U.S. Virgin Islands.
- Dignitaries gather for the dedication of the SIÈ CHÉOU-KANG Center for International Security and Diplomacy at the Josef Korbel School of International Studies. Both the center and the annex that houses it were developed through a $5 million commitment from the Anna and John J. Sie Foundation, which also endowed a chair to lead the program. The center bears the name of John Sie’s father, Sié Chéou-Kang. The center will provide leadership training for SIÈ Fellows, a program consisting of 10 international security specialists and diplomats to begin in fall 2010.
- In U.S. News & World Report’s undergraduate college rankings, DU ranks No. 8 — tied with University of Southern California and University of Vermont — in the “Up and Coming National Universities” category spotlighting schools “making promising and innovative changes.” DU ranks 84th overall — up five positions from the previous year.
- The Josef Korbel School of International Studies introduces a master’s degree in development practice, which is designed to integrate international studies with other disciplines such as environmental science and law. While the Korbel School coordinates the degree, it calls upon the faculty and research expertise of graduate programs in biology, geography, law, business and psychology. “It’s a degree for students with a clear vocational interest in sustainable development,” says program Director Daniel Wessner.
- Peg Bradley-Doppes, DU’s vice chancellor for athletics and recreation, is appointed to the National Association of Collegiate Directors of Athletics (NACDA) executive committee. She will serve as the at-large representative for Arizona, Colorado, Idaho, Montana, Utah and Wyoming. NACDA is the professional association for more than 6,500 college athletics administrators at more than 1,600 institutions throughout North America. Bradley-Doppes is also a member of the NCAA Division I Leadership Council.
- Students and faculty with the Frederick S. Pardee Center for International Futures move into a new annex attached to Cherrington Hall, home of the Josef Korbel School of International Studies. The center analyzes global trends and predicts what the world will look like in the coming decades. With the help of Korbel School graduate students, the center has published two books: Reducing Global Poverty and Advancing Global Education. Three more volumes are in the works.

September 2009

- More than 1,200 first-year students, culled from a pool of 10,000 applicants, arrive for DU’s annual Discoveries orientation week. Minority students account for 19 percent of the first-year class, and international students make up 6 percent of the class. Total fall enrollment — including undergraduate and graduate students, the Women’s College and University College — reaches 11,644. For the third consecutive year, DU enrolls 13 Boettcher Scholars — more than any other Colorado university — bringing its total of enrolled Boettcher scholars to 53. The prestigious Boettcher Foundation Scholarship Program, which awards 40 scholarships annually, is a merit-based competition for Colorado high school students.
- The University’s Board of Trustees elects prominent Denver business leader Trygve Myhren to serve as chairman. Myhren, a DU trustee since 1995 and president of Myhren Media Inc., succeeds Joy Burns.
- James Fallows, national correspondent for The Atlantic Monthly, discusses “China’s Way Forward” before a capacity crowd of 1,000 gathered at the Newman Center for the first Bridges to the Future event of the academic year. The event kicks off a three-program series, hosted by the University in the interest of stimulating community dialogue about important issues.
The Daniels College of Business unveils its “Daniels Tomorrow” strategic plan, structured to guide the college through 2014. The plan lists seven strategic goals: delivering exemplary market-relevant programs; engaging in research-driven knowledge creation; strengthening college-wide areas of interdisciplinary collaboration; developing as a community of choice; building financial and resource strength; creating a leading-edge organizational infrastructure; and advancing the school’s reputational capital.

- More than 250 students, parents and staff help DU’s Ricks Center for Gifted Children celebrate its 25th anniversary. Students plant bulbs, vines, trees and shrubs in the center’s courtyard; paint rocks in the style of the book Only One You; and create mobiles made from silver-colored recycled household items.
- Lisa Dale, a lecturer in Arts, Humanities and Social Sciences, launches the first class in DU’s new sustainability minor. The course, Sustainability and Human Society, is a “gateway” class designed to introduce students to sustainability concepts. The sustainability minor was developed to work with most majors.

At Convocation ceremonies in Magness Arena, Chancellor Robert Coombe tells about 640 faculty and staff members that DU is on solid financial footing. Annual faculty awards are bestowed on mathematics Professor Rick Ball, who is named University Lecturer for his scholarly work; chemistry and biochemistry Professor Andrei Kutateladze, who receives the John Evans Professorship, the University’s highest faculty honor; Graduate School of Professional Psychology Associate Professor Shelly Smith-Acuña, who receives the Distinguished Teaching Award; psychology Professor Stephen Shirk, whose achievements in professional scholarship earn him the Distinguished Scholar Award; biology Professor John Kinnamon, who is named the United Methodist Church University Scholar/Teacher of the Year; international studies adjunct faculty member Margaret “Peg” Sanders, who receives the Ruth Murray Underhill Teaching Award; and Daniels College of Business Professor Gordon Von Stroh, who receives the Faculty Service Award.

- Getting around campus becomes a little easier as DU launches a free bicycle library with bikes available on request for all-day use. The program allows students, faculty and staff members to check out a bike, lock and helmet with a Pioneer card. The program is free through the winter and early spring and will eventually fold into a citywide network of 600 bikes stationed at self-service, solar-powered kiosks at assorted locations around town. DU will have at least two kiosks.

October 2009

- The Financial Times ranks the Daniels College of Business’ Executive MBA program as No. 85 in the world. The program offers an 18-month curriculum designed for students with 10 years of significant professional experience. This is the second consecutive year Daniels makes the rankings. The Aspen Institute’s 2009–10 edition of Beyond Grey Pinstripes ranks the Daniels College No. 20 for “significant leadership in integrating social, environmental and ethical issues in its MBA program.” This year, 149 business schools from 24 countries participate in the alternative rankings program.
- DU marks the National Day on Writing with myriad language arts activities and its own site within the National Gallery of Writing, where poems, papers, letters, essays and even recipes are posted. In addition, the executive director of DU’s celebrated Writing Program, Doug Hesse, is featured in a national webcast from a television studio at the New York Institute of Technology. Recognized for his expertise in writing pedagogy, Hesse goes on to present the Norman Mailer College Writing Award at an event in New York. Participants include Toni Morrison, Calvin Trillin, Gay Talese and Doris Kearns Goodwin.
- To commemorate the 11th anniversary of Matthew Shepard’s death, the Newman Center for the Performing Arts hosts a production of The Laramie Project: 10 Years Later, an epilogue to the original production, which chronicled the murder of a gay University of Wyoming student. The staged reading features DU Provost Gregg Kvistad, Colorado Gov. Bill Ritter and Denver Post theater critic John Moore. Other productions of the epilogue are staged simultaneously at theaters around the world.
- David Walker, former comptroller general of the United States and head of the General Accountability Office, joins students at the Cable Center for the Paying for America Summit, a day of frank talk about America’s fiscal condition. DU’s Institute for Public Policy Studies co-sponsors the event with the Concord Coalition political action group.
- Pioneers hockey coach George Gwozdecky marks 350 wins as DU’s head coach and 500 wins overall. Both milestones come in a road win against Minnesota, adding to Gwozdecky’s legacy of two DU national championships, a slew of conference titles and a program considered one of North America’s finest.
- Faculty, staff and students at the Graduate School of Social Work celebrate the installation of Professor Frank Ascione as GSSW’s American Humane Endowed Chair. Established by the
American Humane Association in 2008, the $2 million endowed chair is a first for GSSW and one of the first in the country to research the bond between humans and animals.

- The Board of Trustees’ Faculty and Educational Affairs Committee unanimously approves a new common curriculum for undergraduate education. Scheduled to go into effect in fall 2010, the curriculum was approved by the Faculty Senate and the Undergraduate Council in spring 2009.

November 2009

- DU announces a new interdisciplinary MBA program in school leadership designed to teach students business and management skills necessary to open and lead charter schools. The program incorporates resources from the Daniels College of Business, the Morgridge College of Education and Get Smart Schools, a nonprofit dedicated to increasing the number of high-quality schools serving low-income students along Colorado’s Front Range.
- Open Doors ranks DU third in the nation among doctoral and research institutions in the percentage of undergraduate students studying abroad. Released by the Institute of International Education, the report reflects data from the 2007–08 academic year and shows that DU sent 73.6 percent of its undergraduates to study abroad. Nationally, less than 2 percent of all enrolled undergraduates study abroad. In 2009–10, 625 DU juniors and seniors participate in the Cherrington Global Scholars and other study-abroad programs.
- A work by Associate Professor Timothy Weaver and four students from the electronic media arts design program is featured in the Denver Art Museum’s “Embrace!” exhibit. Showcasing 17 new works in a range of media, “Embrace!” marks one of the largest exhibitions of site-specific commissions in a U.S. museum. Weaver’s digital triptych incorporates ecological, celestial and climate data from historical and contemporary sources and transforms it into an interactive installation.
- The results of the July 2009 Bar Exam show that DU’s bar passage rate hits 91 percent — the highest DU passage rate in years. In other news, the national magazine Super Lawyers ranks the Sturm College of Law 53rd in the country and No. 1 in Colorado.

December 2009

- Lacrosse magazine names Pioneers head lacrosse coach Bill Tierney person of the year during his first year at DU.
- DU’s Strategic Issues Program, a nonpartisan panel of leaders in business, government and education, releases “Architecture for Immigration Reform: Fitting the Pieces of Public Policy,” a 50-page report that makes 25 recommendations that fall into five areas: national security, social vitality, economic enhancement, family unification and refugee concerns.
- Former Supreme Court Justice Sandra Day O’Connor launches the O’Connor Judicial Selection Initiative, housed at DU’s Institute for the Advancement of the American Legal System. The initiative responds to growing national interest in the debate over how judges are chosen in the U.S.

January 2010

- DU realigns its School of Communication to create two departments offering four new majors. The new departments are: the Department of Communication Studies and the Department of Media, Film and Journalism Studies. Communication studies will feature one major with three emphases: culture and communication, interpersonal and family communication, and rhetoric and communication ethics. The department will continue to offer master’s and PhD degrees. The Department of Media, Film and Journalism Studies will offer three new majors: strategic communication, media studies, and film studies and production. The department will keep its journalism studies program, its graduate programs and its relationship with the School of Art and Art History for its digital media studies program.
- Winter Carnival, one of DU’s most enduring traditions, turns 50. The annual event capitalizes on the University’s proximity to the mountains with a weeklong series of activities that culminate with a celebration at Winter Park Resort in the Rocky Mountains.
- Thanks to a $200,000 gift from the Morgridge Family Foundation’s 21st Century Classroom Collaboration grant program, the Morgridge College of Education receives a Cisco TelePresence videoconferencing system. Morgridge will be the first college of education to use the technology that allows students and teachers to link to other classroom and research settings around the world. The system’s technology includes high-definition video and spatial audio, which makes users who may be miles
apart feel as though they are in a single conference room.

- The University's new smoking policy takes effect. Driven by concern over health issues, the policy prohibits smoking nearly everywhere on campus and on off-campus University-owned or operated properties. Exceptions include city-owned streets and sidewalks that surround or cut through campus plus two areas near DU’s sports and performing arts centers.

**February 2010**

- The Library and Information Science program in the Morgridge College of Education announces that it is partnering on a one-of-a-kind certificate in early childhood librarianship. The certificate will prepare librarians to serve the early literacy needs of their communities. DU receives $917,891 from the Institute of Museum and Library Services to develop the program.

- The Sturm College of Law welcomes a familiar face as its new dean. Martin Katz, a professor at the college since 2000 and interim dean since July 2009, will head the law school. A graduate of Harvard College and Yale Law School, Katz has served as an adjunct instructor at the University of Colorado Law School and was a partner in the employment law group at Davis, Graham & Stubbs. He is admitted to practice in the U.S. Supreme Court, the 8th and 10th Circuit Courts of Appeals, the U.S. District Court: District of Colorado and State of Colorado.

- Benjamin Hankin, associate professor of psychology, receives the American Psychological Association's 2010 Distinguished Scientific Award for early career contribution to psychology. The association gives out one award in each field of psychology every two years; Hankin receives the award in psychopathology. In his 15 years of studying depression, he has discovered that depression increases sixfold in the high school years; this also is when twice as many girls as boys become depressed.

- With their first college classes behind them, 97.2 percent of first-year, first-time students return for winter quarter. This represents the highest fall-quarter-to-winter-quarter persistence rate since 2001, when 97.5 percent of students returned. Last year, the rate was 96.1 percent.

- The Daniels College of Business adopts new competitive entrance requirements. The secondary admission process aims to reduce the number of undergraduate business majors from 2,200 to 1,800 over four years. Students now can enter the college through two channels. A small number of highly accomplished first-year and qualified transfer candidates will receive admission invitations upon application to DU. Most students will participate in the secondary application process during fall quarter of their sophomore year.

- The Mile High Voltage Festival, featuring artists from the Cantaloupe Music Label, takes place at the Newman Center for the Performing Arts. The event explores the ways popular and alternative music can change perceptions of what kind of music can be considered “classical.”

- Pioneers alpine skier Leif Kristian Haugen competes with Norway’s Olympic team at the Vancouver Games. A sophomore international business major, Haugen battles to a 28th-place finish in the giant slalom. In other Olympic news, former Pioneers hockey standout Paul Stastny plays for the U.S. hockey team, which claims the silver medal. Stastny played for the Pioneers from 2004–06, helping DU to its 2005 NCAA national championship and leading the WCHA in scoring the year after. Since leaving DU, Stastny has played for the NHL’s Colorado Avalanche.

**March 2010**

- The Pioneers win their 21st overall and third straight NCAA national skiing championship. Junior Nordic skier Antje Maempel becomes the second women’s skier in NCAA history to win both the classical and freestyle individual championships in two consecutive seasons.

- At the 19th annual Rocky Mountain Land Use Conference at DU, keynote speaker and self-styled contrarian Joel Kotkin asserts that the vision behind most planning theories is wrong. Instead of forcing sustainability on people, says Kotkin, a presidential fellow in urban futures at Chapman University, planners should look to “greening” what people actually want, which is safe, affordable, low-density, single-family homes in the suburbs. The author of The Next Hundred Million: America in 2050, Kotkin also believes there isn’t an oil crisis, observing that telecommuting and flexible work will be more important than mass transit systems.

- Andrew Goetz, chair of the geography department, receives the Association of American Geographers’ Transport Geography Specialty Group’s Edward L. Ullman Award. Goetz has published more than 30 articles on air transport, intermodal transportation and transport planning. He has published two books, including a comprehensive overview of the grueling construction of Denver International Airport, now one of the country’s busiest airports.

- The Sturm College of Law appoints Catherine Smith associate dean of institutional diversity and inclusiveness. In this role, Smith will focus on broadening DU’s commitment to diversity, recruiting a broad range of faculty and students, and reaching into traditionally underserved segments of the community. The new

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position is believed to be one of the first such tenure-track posts at an American law school.

• The Daniels College of Business is ranked No. 74 in the 2010 BusinessWeek undergraduate programs ranking. Daniels also is the top undergraduate business school in the state, according to BusinessWeek, which places Colorado State University No. 84 and Leeds School of Business at CU-Boulder No. 93. The report uses nine measures of student satisfaction, postgraduation outcomes and academic quality to create the ranking.

• Under the leadership of coach Joe Scott, Pioneers men’s basketball goes to the Sun Belt Conference Tournament, where for the first time, DU hoops makes it to the semifinals. In Scott’s three seasons at DU, the team has shown continuous improvement, ratcheting up the number of wins each year. The Pioneers celebrate 19 victories this year, making this Scott’s best year at DU.

April 2010

• History Associate Professor Susan Schulten receives a fellowship from the Guggenheim Memorial Foundation, which announces 180 grants recognizing “exceptional capacity for productive scholarship or exceptional creative ability in the arts.” The award will fund Schulten’s current book project, A Nation in Time and Space. Under contract with University of Chicago Press, Schulten will examine the rise of new forms of mapping and graphic knowledge in 19th and 20th century American life.

• A sellout crowd of 2,083 helps DU dedicate its new soccer stadium and pitch — CIBER Field — as the Pioneers take on Wyoming and Fort Lewis College. The field is named for CIBER Inc., an international IT outsourcing and software implementation and integration firm based in Greenwood Village, Colo. CIBER provides ongoing support to DU athletics, and its contributions were instrumental in building the field. The $9.2 million complex includes the stadium, the lighted playing field, and a strength and conditioning center for Pioneers student-athletes.

• Engineering Professor James “Chuck” Wilson and a team of DU researchers and students travel to California’s Dryden Flight Research Center to take part in a series of first-ever NASA scientific flights using the unpiloted Global Hawk aircraft system. The flight takes DU’s aerosol measurement instruments more than 60,000 feet into the atmosphere to collect data. Using the unpiloted system, scientists of the future will be able to extend the length of flights and fly over areas too dangerous for manned aircraft.

• Three of the world’s leading experts in traumatic brain injury share their latest research at the Graduate School of Professional Psychology’s conference “Supporting Recovery From Brain Injury: Issues and Interventions” in the Driscoll Ballroom on campus. The conference assumes special importance in the aftermath of Congressional hearings reviewing the National Football League’s medical policies governing when concussed players can return to play. In hopes of preventing further risk to players, several states are considering legislation to bench athletes after head injuries.

• Denver Public Schools and the Morgridge College of Education announce an $8.2 million grant from the U.S. Department of Education for the Denver Teacher Residency (DTR) program, launched as the nation’s first district-based residency program. The grant will bring talented teachers to Denver and train them to serve in areas of critical need, providing support and mentoring from experienced teachers and full tuition reimbursement for their DU master’s degrees. DTR is one of 12 programs to receive part of the $100 million, five-year Teacher Quality Partnership grant.

May 2010

• Betty Knoebel, widow of Denver food services pioneer Ferdinand “Fritz” Knoebel, gives the University $17.5 million — among the largest gifts in DU’s history. DU will use the funds to establish the Knoebel Center for the Study of Aging and to support the School of Hotel, Restaurant and Tourism Management (HRTM). The Knoebel Center will
expand DU’s role in interdisciplinary research on aging and enhance the University’s partnership with Denver Health. At HRTM, Knoebel’s gift will increase scholarships, faculty support, industry partnerships and experiential learning programs. The school will be named after Fritz Knoebel.

- The Pat Bowlen Training Center—named for the president and CEO of the Denver Broncos and a longtime member of the DU Board of Trustees—opens during a ceremony at the Daniel L. Ritchie Center for Sports & Wellness. The 10,000-square-foot strength and conditioning complex contains warm-up areas; weight lifting, cardio and rehabilitation stations; 12 Olympic lifting stations; a video screening room; and a 66-yard turf track for speed and agility training. Bowlen donated $1.5 million toward the $6.3 million project.

- “TEDxDU: a Celebration of DUing” attracts more than 900 people to the Newman Center for the Performing Arts; about 500 others view the event at watch parties across campus. Eighteen speakers and performers — about half of whom are affiliated with DU — discuss some of the world’s most challenging problems. The TEDxDU talks follow the format of the internationally known TED (Technology, Entertainment and Design) conferences, where some of the world’s most fascinating thinkers gather. TEDx is a TED-like program of independently organized events.

- More than 400 DU students, faculty and staff descend on Denver’s Coors Field to volunteer for Project Homeless Connect 9. Project Homeless Connect provides a “one-stop shop” where the city’s homeless can access social support services, including health care, legal advice and job counseling. The 2010 event serves more than 760 individuals. For four years, DU has been among the top organizations providing volunteers to the event. The University hosted Project Homeless Connect events in 2006, 2007 and 2008.

- Frank Bingham — selected by his Sturm College of Law classmates as the student Commencement speaker — graduates four years after a drunk driver killed his wife and their two children. Also at the ceremony, Colorado Gov. Bill Ritter exhorts new graduates to retain their belief in the law. “It will be incumbent upon you to breathe life into our justice system,” he says. “Assume your role as stewards, but I implore you, handle with care.” For Ritter’s service as a prosecutor, Colorado governor and missionary in Africa, the University confers upon him an honorary doctor of laws degree.

June 2010

- At undergraduate Commencement ceremonies at Magness Arena, 1,232 students receive their diplomas. Commencement speaker Patricia Gabow, chief executive officer of the Denver Health and Hospital Authority, urges the new alumni to use their talents to do good for themselves, their families and their cultures. “Walk with fortitude and joy,” she tells them. “Make the country and the world a better place because you were in it.” Recognizing her service to the Denver community and her leadership in health care reform, Chancellor Robert Coombe awards Gabow an honorary doctorate of public service. At ceremonies for graduate students, 850 students receive their graduate degrees and hear from speaker Lewis Sharp, former director of the Denver Art Museum, who encourages them to pursue opportunities in nonprofits. Coombe awards an honorary doctorate of fine arts to Sharp and an honorary doctorate of public service to Philip Winn, who helped found DU’s Bridge Project.

- Julie Markham, a 2010 DU graduate, is honored as a member of the USA Today 2010 All-USA College Academic first team. This marks the sixth year DU students have been named to one of the newspaper’s college academic teams. Comprised of full-time undergraduates who excel in scholarship and community service, the team of 20 students was selected from hundreds of students nationwide. Judges consider grades, leadership, activities and how students use their intellectual talents beyond the classroom. Markham graduated with a bachelor’s degree in business administration in real estate and finance, a minor in leadership studies, a master’s degree in business administration and a master’s degree in real estate and construction management. She earned the degrees in just five years as part of the Daniels College of Business’ dual degree program.

- The Pioneers cap the season with a 65th-place finish in the NCAA Division I Learfield Sports Directors’ Cup. Sending eight teams, along with athletes from four sports, to NCAA postseason meets, DU finishes with 306.8 points. That places the University first among Front Range schools for the third consecutive season. DU is the highest ranked institution in the Sun Belt conference. The Directors’ Cup is a joint effort between the National Association of Collegiate Directors of Athletics and USA Today.
In fall 2009, the University of Denver Board of Trustees elected Trygve Myhren as chairman, replacing Joy Burns, who held the position for nearly two decades.

Myhren, who has been a DU trustee since 1995, is president of Denver-based Myhren Media Inc., a private investment firm concentrating in media, telecommunications, software and other enabling technology. From 1990–96, he served as president of Providence Journal Co., a diversified media company. Myhren also served as chairman and chief executive officer (1981–88) of American Television and Communications Corp., the cable television subsidiary of Time Inc. (now Time/Warner Cable). He is co-founder of six cable networks, including Food Network, E! Entertainment and Northwest Cable News, and served as chairman of the National Cable Television Association.

Myhren is a member of the Cable Television Hall of Fame and was recently elected to the Colorado Ski & Snowboard Hall of Fame. As a University trustee, he has chaired the audit, budget and finance, and faculty and educational affairs committees.

**Question:** Have your professional experiences influenced your perspective on higher education?

**Answer:** They have. I believe that learning to recognize trends is critical for success in both business and higher education. That’s very relevant for DU because the U.S. model for higher education is quite mature, and student needs are changing quickly. Today’s students adroitly use the Internet, social media and an array of electronic tools. I don’t advocate knee-jerk change to our educational model, but if we astutely accept and integrate change, our students will benefit. As DU gets ahead of these inevitable changes and becomes even more adept at serving student needs, we will outflank our academic competitors.

Also, I believe higher education, like business, should draw on diverse disciplines for inspiration and improvement. Mass communication technology and new research in brain biomechanics are certainly applicable to the process of learning. The communications business has learned how to gain people’s interest and then effectively impart information. We can leverage these other disciplines to understand the learning process better and, thus, educate better.
Q: How has the global recession impacted U.S. colleges and universities?

A: The recession reduced endowments across the board. Public universities are being negatively impacted by the drop in state resources. Many private colleges and universities, which have historically drawn heavily on their endowments to fund operating budgets, have also experienced dramatic cuts. Some campuses have closed special institutes of study, faculty tenure promotions have been put on hold and athletics budgets cut.

DU is weathering the storm well with astute management of resources and strategic initiatives. I am counting on our alumni and friends to help even more through these leaner times.

Q: What are DU's major strengths?

A: We have an exemplary academic product, a fast-growing reputation for excellence and a gorgeous campus. We also have enviable athletics and recreation programs that strive for distinction but, at the same time, maintain their integrity. A lot of people lose sight of the importance of maintaining integrity. DU won't.

Q: Why does DU continue to thrive in the rankings?

A: It's been a steady uphill climb. First, the University stabilized while Dwight Smith was chancellor. Then Dan Ritchie masterfully guided DU for more than a decade and a half, vastly improved the campus and facilities, sharpened operating procedures and restored our confidence. Then Bob Coombe took the reins five years ago, bringing stellar academic credentials and an excellent management experience from his four years as provost. With the accordant guidance of the board, he has significantly improved our academic product. We're quite good now, and we are going to get better.

Q: What opportunities and challenges do you see for DU on the international stage?

A: Challenges include currency shocks, political surprises and competition. The United States used to be the higher education capital of the world, but that's less true today. What can DU do to attract the best international scholars and better prepare our students who want an international experience? We can continue to tighten and improve Cherrington Global Scholars. It's a good program, and we can make it better. Also, we can expand our joint degree programs. We must integrate silos. The world our students will enter on leaving DU cannot be navigated successfully with constricted thinking.

Q: What would you like your legacy as chairman of the Board of Trustees to be?

A: When you get to the end of it all, I'm really focused on student learning. We want our graduates to be significantly more able than they were when they enrolled. We must help them liberate their minds. We want them to be fully open to new ideas, yet questioning, analytical and disciplined.

I'd like to leave DU strategically aimed to the future — even more capable of delivering quality to our students, even more highly regarded than it was when I started and secure in the knowledge that it has the academic quality and financial resources to continue improving.
**Leading the way:** A former Colorado Supreme Court justice, Kourlis launched the institute in 2006. Since then, it has emerged as a nationally recognized center of credible research, offering innovative solutions in the area of court reform. The institute’s O’Connor Judicial Selection Initiative, a partnership with retired U.S. Supreme Court Justice Sandra Day O’Connor, has led to increased interest at the state level in moving from contested judicial elections toward appointment and retention systems, coupled with judicial performance evaluation. The institute also has teamed with the National Center for State Courts to measure civil rules reform and case-management pilot programs to create a database that fosters information sharing.

**In her own words:** “I am passionate about improving the court system. I believe that the courts are fundamentally important to our way of life. Yet the system is struggling, perhaps in dire trouble. I’ve spent my life in the courts and am dedicated to putting that experience toward designing solutions so that the system will survive for many more hundreds of years and will continue to guarantee and provide equal justice under law. It is my life’s work.”
**Frank R. Ascione**

**Leading the way:** Ascione’s internationally acclaimed studies have revealed the links among intimate partner violence, child abuse and animal maltreatment. His research and testimony have contributed to passage of potent new animal- and human-protection laws in several states. In April 2010, for example, Colorado enacted legislation stipulating that pets can be included in domestic restraining orders. This law gives law enforcement agencies and the courts new tools to protect society’s most vulnerable: abused women, children and pets.

**In his own words:** “I’ve been very blessed as an academic to see basic research findings impact how we deal with some significant social problems in our communities. What keeps me going is seeing how casting a light on some of these issues really does result in significant change in how we address these problems. That’s usually just a dream for an academic like myself.”
**Megan Marshall**

**Sophomore, public policy and sociology major; DU Environmental Team and sustainability committee member**

**Leading the way:** She created DU’s Earth Day Summit, a 40th anniversary celebration that helped hundreds of students learn about their impact on the environment. By seeking support from DU faculty and from government, business and nonprofit leaders, and by enlisting volunteer teams to tackle specific tasks, Marshall ensured a pleasing mix of entertaining and educational programming. The event also offered Earth-friendly eco kits and raffle prizes.

**In her own words:** “I am an environmentalist; I like to make a difference and change things. Students should be more knowledgeable about what’s going on in the world. After attending the Earth Day Summit, I know of students who are now avid recyclers. Before, they didn’t know what recycling did or why it helped. I feel the work I do empowers people to change things and help themselves.”
D.J. Close

Senior, political science major with minors in leadership, communication and Chinese; Puksta Scholar; El Pomar Fellow

Leading the way: He devised and jump-started an ongoing, sustainable service model that pairs fraternities and sororities with community groups. After observing how Greek organizations haphazardly volunteer their time, Close saw a way to make their efforts more systematic and effective. One sorority now tutors at Asbury Elementary School twice weekly, while a fraternity mentors South High School seniors. Close also rewrote the University’s Greek curricula to require that volunteer efforts be channeled through a sustainable partnership.

In his own words: “This model is all about working together. DU students are going out in the community and building relationships, which is the most important thing. I hope that after I leave the University, the sustainable community partnerships are still moving forward. If they aren’t, I didn’t teach people the process; I didn’t empower them to continue to change.”
Meanwhile, both the Sturm College and Daniels College have begun implementation of new strategic plans. At Sturm, a strategic reduction in enrollment has allowed notable improvements in the number of graduates who pass the Colorado bar exam, progress Chancellor Coombe referenced in his fall 2009 Convocation address.

“The Sturm College of Law is a good example of what can be accomplished by a commitment to quality,” Coombe said. “Bar passage rates are up by over 18 percentage points in just the past few years, and the capabilities of our law students have grown tremendously as we reduce the size of incoming classes to improve selectivity.”

To capitalize on these improvements, the University has committed funding for 10 new law faculty positions over the next five years and has allocated considerable resources for financial aid.

At the Daniels College, graduate programs continue to climb in the rankings. Eager to build on this success, the school has taken steps to recalibrate its student population, gradually reducing the number of undergraduates it serves and increasing the number of graduate students it enrolls. With an eye toward serving graduate programs, the University plans to fund 13 new faculty positions and to make a significant investment in Daniels’ research and scholarship goals.

Meanwhile, at the Morgridge College of Education, momentum continues as faculty and students gear up for their first year in the newly constructed Katherine A. Ruffatto Hall.

“We obviously have quite a story to tell about Morgridge,” Kvistad said. “We’re making major enhancements at the PhD and master’s level, and there’s been real success with fundraising, including a $10 million gift from James Cox Kennedy that will be used to create the James C. Kennedy Institute for Educational Success and endow three faculty chairs.”

A portion of the Cox Kennedy gift also will endow the institute’s research and operations. The institute will identify strategies to ensure educational success for at-risk children.
Producing ‘Practice-Ready’ Graduates for a Changing Field

America’s legal profession is in the midst of great change. New fields of specialization, expanding areas of practice, technology, diversity, globalization and the lingering effects of a deep recession are transforming the practice of law into something quite different from what it was a few years ago.

The Sturm College of Law is evolving to meet these challenges. In less than a year, the school appointed a new dean, garnered overwhelming faculty approval for a comprehensive strategic plan, and created what may be the first tenure-track diversity and inclusiveness post at a U.S. law school.

The result is that Sturm, already recognized by U.S. News & World Report as one of the top 100 law schools in the country, now has a clear vision of its future.

Under the strategic plan’s two key initiatives — Modern Learning and Specialization — the Sturm College will focus on producing graduates who are as close to “practice-ready” as possible.

By infusing additional experiential learning opportunities into the school’s curriculum and enabling students to act as lawyers in clinics, internships and simulated trials and deals, Modern Learning weaves academic knowledge to practical experience and professionalism.

Specialization focuses Sturm’s substantial resources on existing areas of strength and on a select number of promising opportunities. The result? Centers of excellence for international and comparative law, environmental and natural resources law, commercial and business law, workplace law, and constitutional rights and remedies.

Dean Martin Katz believes synergies between Modern Learning and Specialization provide additional student benefits. “Each center of excellence will pair with Modern Learning-style opportunities. For example, commercial and business law students will put together housing deals in our new transactional law clinic, and employment law students will litigate a simulated case from the client interview all the way through the appeal,” Katz said.

Students also will operate in an environment that closely resembles the real world. In March, Katz appointed Catherine Smith associate dean of institutional diversity and inclusiveness. Smith will focus on recruiting and retaining diverse faculty and students and on building relationships with organizations that support underserved communities.

The point of having the role reside with a tenured faculty member is “to enable the incumbent to speak freely,” Smith said. “Part of being a great university dedicated to the public good is to champion diversity — not just in race, socioeconomics, gender and sexual orientation, but also in ideology. Inclusiveness generates better ideas and enables better problem solving. That benefits us all.”

A Conversation With Martin Katz

In early 2010, the University of Denver announced that Martin Katz would be the dean of Sturm College of Law. A respected faculty member and specialist in antidiscrimination law, Katz had served the college as interim dean between summer 2009 and his February appointment.

Question: What was your experience prior to becoming dean?

Answer: I received a bachelor’s degree in economics from Harvard College and a law degree from Yale. After law school, I clerked for Judge David Ebel on the U.S. Court of Appeals for the 10th Circuit. I joined Davis, Graham & Stubbs in Denver as a labor and employment law litigator in 1992 and became a partner in 1997. During my last years at the firm, I also taught as an adjunct professor at the University of Colorado. I started at DU in 2000 as an assistant professor and became an associate professor in 2006. Before becoming dean, I helped Professor Roberto Corrada create what is now one of the nation’s leading programs in employment law and chaired the admissions committee for two years, during which time I was very focused on improving our bar pass rate. I was invited to apply for the dean’s position during the nationwide search for Dean Beto Juárez’s successor.

Q: Was pursuing the dean’s position an easy decision?

A: Actually, I had to do some soul searching. I had to ask myself what I could contribute. The answer is that I want to help Sturm build on our strengths and improve our ability to prepare students for a highly competitive, professional environment. We must produce students who are practice-ready because today’s law firms are increasingly less able to train new lawyers. Our law school has an opportunity, and also an obligation, to fill that void.

Q: Do you have a personal philosophy about law?

A: My guiding principle is that a lawyer’s role is to serve the client. We obtain professional skills in law school and enhance those skills with experience and judgment during practice. The most important thing for lawyers to remember is that those skills, that experience and that judgment are the fundamental tools we employ to serve our clients. When we’re at our best as law school faculty, we’re teaching students to think like lawyers — that is, we’re teaching them how to analyze and solve problems. In most cases, those problem-solving skills will be used to resolve clients’ concerns, but for some of us, that expertise may be used to start and manage a business, launch a nonprofit or, as in my case, run a law school.
Looking Ahead With a New Strategic Plan

In his fall 2009 convocation speech, Chancellor Robert Coombe credited the Daniels College of Business with taking decisive steps to improve the relevance and quality of its degree programs.

“The faculty of the Daniels College has worked hard to develop a wonderful new strategic plan. ‘Daniels Tomorrow’ is a very thorough, honest and forward-looking document,” Coombe said.

In the past academic year, “Daniels Tomorrow” began full-scale implementation.

“We made remarkable progress in a number of areas, the first of which is ensuring that our programs are exemplary and market-driven. Every single one of our degree programs, with the exception of the master of science programs, has gone through extensive review and curriculum change,” said Daniels Dean Christine Riordan.

Daniels transformed its fatigued part-time MBA into a lauded Professional MBA program that BusinessWeek ranked No. 53 in the country and No. 8 in the region. Daniels also partnered with DU’s Morgridge College of Education to create an MBA in school leadership; completed a nine-month review of the Executive MBA; laid the foundation for a curriculum overhaul of the undergraduate degree program; created classes in Peru, Argentina and Ghana; and expanded and strengthened partnerships with companies such as Newmont Mining, CH2M Hill and Deutsche Bank that allow students to conduct actual business projects overseas. In addition, plans are in place to hire 25 faculty (13 of the positions are new) and upgrade the Daniels building in the coming months.

Daniels also has established processes to reduce the size of its undergraduate program from 2,200 to 1,800 students by fall 2014. Undergraduate students who enter in fall 2010 and want a business degree will have to apply to business school via a secondary admission process during their second year.

Although the number of graduate students will increase slightly during this time, rising by roughly 100, the net result of this effort will be top-quality students, small classes and more personalized attention.

Daniels also made great strides toward its goal of becoming a community of choice.

“We expanded all of our boards, enhanced our alumni strategy and focused on inclusive excellence. It was really about building a network and community that includes students, faculty, staff, alumni, friends and corporate partners,” Riordan said.

More than 60 companies are now members of the college’s corporate partners program. Each makes a financial commitment to the school and participates in student consulting projects and recruiting.

Progress has been swift and significant during the first year and a half of “Daniels Tomorrow.” With four years remaining in the life of the plan, Daniels will continue to pursue its vision of being a “premier private business college globally recognized as a leader whose educational experiences, outreach and knowledge creation transform lives, organizations and communities.”
Embracing and Fostering Accountability

Increasingly, educators in Colorado are coming to depend on DU’s Morgridge College of Education for the ideas and know-how essential to reforming education at every level, from preschool and kindergarten through college and beyond.

The Morgridge College’s key programs continue to attract support and funding. In spring 2010, an $8.2 million grant from the U.S. Department of Education’s five-year Teacher Quality Partnership fund moved Colorado’s dream of providing quality education to its most vulnerable citizens closer to reality. Awarded to the Denver Public Schools and the Morgridge College’s Denver Teacher Residency (DTR) program, the grant will be used to train and place new teachers in areas of critical need. Aspiring teachers matriculate through a program that includes a 12-month, in-classroom residency with an experienced teacher, a DU master’s degree in curriculum and instruction, teacher licensure and a four-year teaching commitment. The grant provides full tuition reimbursement for the DU degree.

DTR is modeled on medical residency programs and has a highly competitive admittance program that is almost as strict. Successful applicants provide a written application and professional references, take certification exams, participate in multiple interviews and group work, and must be accepted by both the DTR selection committee and the Morgridge College graduate program. The incoming cohort is capped at 35.

“Morgridge will never be the largest provider of teachers, but we will be the best and the most strategic,” said Gregory Anderson, dean of the college. “We’ve embraced education’s accountability movement. We made some big changes in how we evaluate our effectiveness and the steps we take to improve. That’s not easy, but our priority is to be an evidence-based college of education that can validate its successes and can learn from its failures.”

The college’s ability to address additional school district requests for teachers proved two things. First, its reputation for excellence is growing, Anderson said. Second, the teacher residency model could be replicated and scaled to meet emerging needs.

“We can reduce costs and reduce replication,” Anderson said. “We have a small, one-year pilot project on the table to create a Science, Technology, Engineering and Mathematics (STEM) teacher residency program for the Aurora School District that offers a clinical experience connected to high-need schools and high-need students. We secured funding for that effort through the Morgridge Family, Boettcher and Rose foundations. We’re very excited about the opportunity to enter into a long-term agreement and partnership with one of the largest districts in Colorado.”
The Morgridge College of Education moved into its new home in Katherine A. Ruffatto Hall in June 2010. Designed to facilitate collaboration and inclusion, Ruffatto Hall provides two Cisco TelePresence systems, three additional teleconferencing units, interactive whiteboards and wireless Internet connections in every room. Multiple open areas and wheeled furniture enable students to construct customized study areas. Other amenities include a boardroom, community room and outdoor classroom.

DU’s Learning Effectiveness Program, Disability Services Program and all Morgridge programs and faculty are housed in the new building. Built in part with a $5 million gift from the Mike and Joan Ruffatto family, Ruffatto Hall opened just 18 months after groundbreaking.
DU’s Research Enterprise Emphasizes Collaboration and Interdisciplinary Work

As the University of Denver builds its research capacity, the focus will be on collaborative and interdisciplinary work directed at improving the human condition. Already, the University’s diverse research enterprise is engaged in projects that harness student talent, enlist the expertise of faculty from a diverse array of programs and reach outside the institution for fresh insights and perspectives.

Here’s a sampling of some of the work under way at DU’s many centers, institutes and laboratories.

- At the School of Engineering and Computer Science’s Computational Biomechanics Lab, Paul Rullkoetter and Peter Laz, associate professors in mechanical engineering, work with orthopedic surgeons at Colorado Joint Replacement to address clinical issues related to total-knee-replacement devices. Complications in the patellofemoral joint, the articulation between the patella (knee cap) and the femur, remain a common cause for revision surgery for knee-replacement patients. To address this, the team of surgeons and engineers uses computational modeling to understand the influences of implant design and component alignment on joint mechanics.

- The Center for Colorado’s Economic Future conducts research on Colorado’s fiscal health and emerging trends affecting the state’s economy. It also offers in-depth examination of legislation and ballot proposals with ramifications for the state’s fiscal health. The center aims to host an economic dashboard that offers one-stop information for raw data and expert analysis of economic indicators. In the last year, the center issued a report on the economic consequences of health care reform.

- CO-LAB, a transdisciplinary forum open to graduate and advanced undergraduate students in electronic media arts design, digital media studies, art and mass communications, instigates collaboration among branches of art, culture, politics and science. In January 2010, CO-LAB hosted a roundtable discussion on digital copyright issues, cinema narratives and image manipulation. The discussions complemented an exhibition at DU’s Myhren Gallery featuring Brooklyn-based media artist Cliff Evans’ multiscreen photo-animation works.

Wide-Ranging Psychology Research Promises Direct Applications

The Department of Psychology has long been a standard-bearer for research that advances knowledge while contributing tangible social benefits.

The department’s multiyear extramural grant funding now totals about $17.5 million from such sources as the National Institute of Mental Health, the National Institute of Child Health and Development and the National Institute of Justice. During fiscal year 2010, the department spent $4.1 million in total grant dollars.

These grants fund projects that span the life cycle and psychological landscape, increasingly looking to the nexus between nature and nurture for insight.

Associate Professor Ben Hankin, for example, is working on a longitudinal study to help determine the genetic and environmental triggers for anxiety and depression in children and adolescents. In fall 2009, he received the prestigious American Psychological Association’s Distinguished Scientific Award for Early Career Contribution to Psychology.

Learning disorders specialist Bruce Pennington is examining the genetic and symptomatic relationship between delayed speech in children and dyslexia, which are typically studied by different disciplines. If a link emerges, it could change how these phenomena are defined, diagnosed and treated.

Sarah Watamura, meanwhile, is interested in stress and its effects on health and cognitive development. The director of the Child Health and Development Lab, Watamura is measuring the stress hormone cortisol in preschoolers — including children newly arrived from Mexico — at home and when they are attending full- and half-day Head Start and community child care programs. The goal: a better understanding of those stressors and how to mitigate them.

Stress also is implicated in the work of Anne DePrince, who has shown that violence against women and children can have a deleterious effect on attention and memory. She is working with Stephen Shirk — who has developed methods to treat adolescent depression — to use and study those methods in the treatment of young people who have experienced trauma.

Economic stress is at the heart of many marital disagreements. Martha Wadsworth, who directs the Colorado Project on Economic Strain, and marriage expert Howard Markman are studying whether teaching low-income couples relationship skills (developed through Markman’s Center on Marital and Family Studies) might help them cope with financial stress and improve their marriages and families.

“Many of us are trying to develop new treatments for adults, teenagers with depression or to prevent disorders in kids,” Wadsworth said. “We are doing applied research with an eye toward developing direct applications quickly.”

DU Astronomers Help Solve a Celestial Mystery

Epsilon Aurigae is one of the brightest stars in the night sky.

Part of the constellation Auriga, it also is the star of its own mystery. Every 27 years the star appears to “blink.” For two to three years it visibly fades, eclipsed by an unknown orbiting body. For 190 years, scientists have speculated on the nature of that body, wondering if Epsilon Aurigae was being eclipsed by...
a hyper-extended infrared star, a black hole or a disk-shaped cloud of matter.

Thanks largely to the efforts of astronomy Professor Robert Stencel and PhD candidate Brian Kloppenborg, the mystery has been solved.

Working with teams from the University of Michigan and Georgia State University, Stencel proposed combining interferometric imaging equipment and software developed at Michigan with Georgia State’s giant array of telescopes in California to create an image of the eclipse 2,000 light years away. Racing against time — especially in-demand telescope time — and almost thwarted by fires and mudslides near the Mount Wilson Observatory, the team captured the first real images of Epsilon Aurigae’s mysterious space companion in fall 2009.

Their findings and images were published in the April 8, 2010, issue of the journal Nature.

It turns out that Epsilon Aurigae, the diameter of which is about 300 times that of Earth’s sun, is obscured by a solar-system-sized, disk-shaped dust cloud perfectly oriented vis-à-vis Earth and the star to create the observable eclipse.

The discovery confirmed many recent hypotheses, said Stencel, who has been dogging Epsilon Aurigae since his years at NASA in the 1980s. “Astronomers have known about dark disks, but here we’ve obtained direct, bona fide evidence. It’s only through technological advances that such a picture could be made in a cogent way.”

As with any breakthrough, this one raises new questions: What is the disk made of? And is it a planetary system about to be born? To learn more, Stencel and Kloppenborg will return to DU’s Meyer-Womble Observatory atop Mount Evans, where they will monitor eclipses and delve into new mysteries.

New Center to Address the Graying of America

A portion of a $17.5 million gift from Betty Knoebel, widow of Denver food services pioneer Ferdinand “Fritz” Knoebel, promises to ease the West’s graying population into its golden years.

Up to $10 million of the donation is slated to fund the Knoebel Center for the Study of Aging, a wide-ranging initiative designed to build on DU’s current research and expertise while positioning the University as a regional and national resource on age-related issues.

“We expect this to be a center of excellence in this area,” explained James Herbert Williams, dean of the Graduate School of Social Work (GSSW), who co-chaired a Center for the Study of Aging ideas group. “What that means is that it will be a place that will have an impact on the world of aging science, social science and education; where people and scholars will want to come to participate in the center’s activities; where there’s a synergy of knowledge development and training. We need to advance the knowledge and training in this area because of changing demographics.”

The numbers are especially compelling in the West, where some of the largest increases in the elderly — and cases of Alzheimer’s disease — are expected to occur. DU’s location in the heart of the Rocky Mountain region, combined with its research expertise and research partnership with Denver Health, position the University to contribute to the knowledge base and the education of direct-service providers and new scholars.

Already, researchers in DU’s Eleanor Roosevelt Institute are doing cutting-edge work on age-related diseases including Parkinson’s, Alzheimer’s, cancer and diabetes. In the School of Engineering and Computer Science’s Center for Orthopaedic Engineering, engineers are evaluating joint mechanics and working on wearable health-sensing systems, such as Corinne Lengsfeld’s device to detect irregularities in gait.

And through collaborations with Denver Health and other health care institutions, students in DU’s bioengineering program can engage in clinical research projects.

On other parts of campus, scholars are making strides in non-science-related areas. In GSSW’s Institute of Gerontology, for example, co-director Colleen Reed is running a three-year research and training project funded by the Colorado Health Foundation on evidence-based practice in settings that offer social services to older Colorado residents. And in the Sturm College of Law, faculty have published books on wills, estates and trusts.

This is only the beginning, said Lynn Taussig, co-chair of the Center for the Study of Aging ideas group. “We have an opportunity to be creative here,” he explained. “The Knoebel Center can encompass a lot of things, from the molecular life sciences and social services to music, art, law and business. We feel here is an opportunity to develop a significant program that could take the University one big step forward in research and education.”
In any given year, you can find DU—our students, faculty and alumni—at work in every corner of the globe. University of Denver ambassadors not only study the cultures and challenges of other countries, but they volunteer and serve in them as well. The world also comes to DU to learn from our experts and to share knowledge.

Here’s a glimpse of the University’s global presence in 2009–10.
On his visit to the DU campus, Greg Mortenson, author of *Three Cups of Tea*, accepted $550 collected from Josef Korbel School students, staff, and faculty in support of his Central Asia Institute. The money will fund a year’s law school tuition for a woman in Central Asia.

Students from DU and the American University in Afghanistan participated in a teleconference focused on exchanging leadership best practices. The conference was organized, in part, by Linda Olson, executive director of learning communities and civic engagement.

**Indonesia**
12 students immersed themselves in the culture and geopolitical significance of northern India with Project Dharamsala, one of DU’s longstanding international service learning programs. Along with several graduate students, Marilyn Williams of the geography department launched a capacity mapping study in New Delhi. The project includes an assessment of local health centers for three slum areas.

**China**
The Center for China-U.S. Cooperation presented "China on the World Stage: The Struggle of a Rising Power," a one-day conference in Denver. DU’s Bridges to the Future program explored the serious challenges facing China. Among the speakers visiting campus: James Fallows of *The Atlantic Monthly*; and Wang Guangwu, chairman of the East Asian Institute and University Professor at National University of Singapore.

Eight students in the master’s level Social Work from a Chinese perspective class spent 10 days in China studying social work practices in urban and rural settings.

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**The Netherlands**
Alumna Brenda Hollis was appointed special prosecutor of the Special Court for Sierra Leone in The Hague. She leads the team prosecuting Charles Taylor, former president of Liberia.

**Botswna**
As one of 574 Cherrington Global Scholars studying abroad, Matthew Reisenauer took a full load of courses covering everything from the demography of Botswana to African architecture in Gaborone.

**Kenya**
Alumna Karambu Ringera supported grassroots self-help initiatives for African youths and HIV/AIDS victims through the organization she founded, International Peace Initiatives. James Herbert Williams, dean of the Graduate School of Social Work, traveled to Nairobi to attend a U.N. expert group meeting on national sustainable development strategies in countries emerging from conflict. Williams was the only American invited to attend.

**Greece**
Alan Gilbert of the Josef Korbel School took students in his Socrates in Athens course to Greece’s capital city to explore the trial and death of the classical philosopher.

**Tunisia**
Daniels College of Business students taking an interterm course on global perspectives in real estate stopped in Tunisia to visit with local builders, developers and governmental officials. Other stops included Italy, Spain and Malta.

**Turkey**
From Istanbul, Cherrington Global Scholar Jessi Jones reported, via her blog, that the Turkish Parliament had outlawed the DTP party, the main supporter of Kurds and Kurdish rights. DU students studied in 41 countries in 2009–10.

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International Economist Tracks the IMF’s Response to Global Crisis

The global financial crisis has created seismic changes in monetary policies worldwide. Even the strict lending practices of the International Monetary Fund are showing signs of movement, according to Professor Ilene Grabel, an expert on global economic policies and development at the Josef Korbel School of International Studies.

Grabel’s recent paper on the topic, “Productive Incoherence in an Uncertain World: Financial Governance, Policy Space and Development After the Global Crisis,” was featured on the website of the Bretton Woods Project, an international body that scrutinizes the activities of the World Bank and IMF. Grabel explained that the IMF and World Bank bore the brunt of international criticism following what was thought to be its ineffectual handling of the Asian financial crisis of the late 1990s. That, combined with rapidly cascading financial problems spreading throughout the developed and developing world, has caused the IMF to rethink past orthodoxies.

At the time of the Asian crisis, Grabel said, the IMF imposed standardized, one-size-fits-all solutions on countries receiving fund assistance, which included Thailand, South Korea and Indonesia. The fund particularly opposed capital control policies, which allow struggling economies to reduce their level of financial and currency instability by managing international flows of capital. The IMF’s doctrinaire opposition to capital controls during the Asian crisis, Grabel said, may well have hurt rather than helped these ailing countries.

The “productive incoherence” cited in Grabel’s paper refers to what she sees as the IMF’s real-time struggle to address the world’s current financial woes in more nuanced ways. In the case of Iceland, she said, the IMF not only allowed the country to maintain the strict capital controls it had established before negotiating with the IMF, but it also encouraged Iceland’s central bank to strengthen them.

Grabel said she was “heartened” by the fund’s new openness. “I think the IMF’s policies are making a difference,” she observed. “The IMF’s movement away from one-size-fits-all responses to recovery has created more opportunities for developing countries to create policies that might be consistent with their economic conditions.”
In seeking a new dean for the Josef Korbel School of International Studies, the University of Denver looked to the foreign policy trenches.

Christopher Hill, a seasoned diplomat who most recently served as U.S. ambassador to Iraq, has been chosen to lead one of the world’s top international studies programs. He assumes his new post with the beginning of the 2010–11 academic year.

“If one considers his tremendous experience and great success as a Foreign Service officer and diplomat, it’s apparent that this is just the sort of career for which we are educating our students at the Korbel School. He’s going to be a great dean,” said Chancellor Robert Coombe.

A veteran of the Senior Foreign Service, Hill was appointed assistant secretary of state for East Asian and Pacific affairs in 2005. In 2009, he became U.S. ambassador to Iraq, a post he filled until summer 2010. Over the course of his 30-plus-year diplomatic career, he has developed a reputation as a fair-minded and media-savvy negotiator. Hill, who speaks Polish, Serbo-Croatian and Macedonian, was a member of the negotiating team at the Dayton Peace Accords, which led to the end of the Bosnian war. In addition, he was involved in the talks that resolved the Kosovo crisis. More recently, Hill led the six-party negotiations on North Korea’s nuclear program.

He has held many international posts, including that of U.S. ambassador to Poland, U.S. ambassador to the Republic of Macedonia, U.S. ambassador to the Republic of Korea and special envoy to Kosovo. He also served as special assistant to the president and senior director for southeast European affairs in the National Security Council. The recipient of the State Department’s Distinguished Service Award for his contributions to the Bosnian peace settlement, Hill also earned the Robert S. Frasure Award for Peace Negotiations for his work on Kosovo.

In To End a War, his book about the U.S. intervention in Bosnia, former U.N. Ambassador Richard Holbrooke describes Hill as “brilliant, fearless and argumentative,” adding that Hill manages to balance passion with a level head.

Hill graduated from Bowdoin College in Brunswick, Maine, with a BA in economics. He received a master’s degree from the Naval War College in 1994.

“I am delighted to be coming to the Korbel School this fall. It’s the opportunity of a lifetime to work with such talented faculty and staff and to do my part in providing the finest education possible for graduate and undergraduate students alike,” Hill said. “I also look forward to being a member of the broader University of Denver community, and to contributing in any way I can to the friendly and scholarly atmosphere of this extraordinary center of learning.”
Through the work of its faculty, students, alumni and staff, the University of Denver leads change that improves lives. In an effort to showcase those endeavors, as well as the positive change led by others, DU hosted “TEDxDU: A Celebration of DUing.”

TED stands for Technology, Entertainment and Design, and since 1984 its conferences have brought together some of the world’s most fascinating thinkers. Independently run TED conferences are known as TEDx events.

DU’s event included 18 speakers, about half from within the DU community, speaking on everything from world poverty to clean water to animal therapy. Each of the presenters spoke for no more than 18 minutes and some had only 12.

“’It’s like a modern-day salon where people get to sit around and say what they believe in a respectful way,’ said Neal Foard, worldwide director of creative learning for Saatchi & Saatchi. Foard has been a TED fan for years and was excited when DU organizers asked him to speak.

His speech, “Cheering for the Wrong Team,” encouraged attendees to stop cheering so much for celebrities and to cheer more for “the little guys working in the basement who might just save the world.

“Who got all the credit for landing on the moon?” he asked. “The astronauts. Not the guys who designed and built the rockets, the engineers. But those are the people who make our lives better. Knowing that people accomplish more when they are supported and made to feel worthwhile, how much more could they achieve if they had more status and affection and approval?”

Foard went on to share examples of the work being done by DU engineers, whom he interviewed for his presentation.

More than 900 people packed the TEDx site, the Robert and Judi Newman Center for Performing Arts. At least 500 others watched on monitors positioned around campus. The event was also streamed live on the DU website.

Several presentations featured DU alumni. Karambu Ringera, shown at left, earned her PhD in human communications studies from DU. She shared her experiences as the founder of International Peace Initiatives, a grassroots group that promotes peace in her native Kenya.

In his 15-minute program, Barry Hughes, director of DU’s Frederick S. Pardee Center for International Futures, told the audience about International Futures, created by the Josef Korbel School of International Studies. It is one of the most sophisticated global modeling systems ever developed. Hughes illustrated the system’s abilities by showing a simulation of Africa’s poverty future.

Does Hughes think the TEDx event will help DU to lead positive change?

“I’m cautiously optimistic that the presentations could help people get more involved in different activities because they’ve been shown by speakers to have impact,” he said. “Light bulbs may go on.”
When the Democratic National Convention hit Denver in August 2008, the city launched a temporary bike-sharing program to provide easy, emissions-free transportation to guests. It was such a hit that Denver leaders decided to expand the program permanently, but they needed a pilot program to test the technologies involved.

University of Denver students were more than happy to lead the charge on campus, and their legacy is a citywide bike-sharing program that, in its first month, kept more than 10 tons of carbon emissions out of Denver skies.

A bike-sharing program allows members, who pay a daily or annual fee, to check bikes out at one station and return them at any other station in the system, much like a library.

The program launched on campus in fall 2009 and ran until April 2010, when the city of Denver took it over.

“In the first and second quarter when we were running our own program, we had 1,000 unique users,” said Dillon Doyle, a student senator involved in the DU pilot project. “The actual number of uses was much higher because some of those people checked bikes out multiple times. It was very successful.”

Brent Tongco, interim communications director for Denver Bike Sharing, which runs the city’s B-cycle program, says DU’s eagerness to serve as a pilot helped the city study snaps in the system before expanding on April 22.

“In the first month that the city controlled the system, people checked out 12,000 bikes,” Tongco said. “That equates to 43,000 miles logged, about 2 million calories burned and up to 23,000 pounds of carbon emissions prevented.”

Doyle is not surprised that DU students embraced and helped to improve the bike program.

“It says a lot about what DU students are committed to,” he said. “We’re committed to greening ourselves and our school, as well as our community.”

In keeping with the University’s vision of being a great private institution dedicated to the public good, the Strategic Issues Program has always tackled controversial topics that have the potential to lead to positive change. The program’s most recent report has landed DU in the middle of one of America’s most divisive and important policy battles: immigration reform.

“Global migration is a fact of life in the interconnected economic world in which we live,” said Jim Griesemer, professor, dean emeritus of the Daniels College of Business and director of the Strategic Issues Program. “The panel’s No. 1 recommendation is that we look at global migration and immigration as an opportunity to be captured, not a problem to be ignored.”

The purpose of the Strategic Issues Program is to study a critical public issue and provide nonpartisan recommendations that raise the level of public awareness and provide a basis for informed policy deliberations. Past panels have tackled Colorado’s constitution, water future and economic future.

Each of the strategic issues panels is comprised of 15 to 20 citizens who spend the first five months of their endeavor “just listening” to speakers who address every facet of an issue, Griesemer said.

“This panel met every other week for four-and-a-half hours for five months, and they listened carefully to many perspectives,” he said. “By the time they began discussions, they knew a lot about the subject. It was a very informed discourse. It wasn’t just opinions or the latest buzz on talk radio.”

The panel’s final report was released Dec. 9, 2009, and is titled “Architecture for Immigration Reform: Fitting the Pieces of Public Policy.” Even before Arizona passed its controversial immigration law, the report had garnered significant media and legislative attention.

“We’ve had a tremendous response,” Griesemer explained. “We’ve distributed more than 8,000 copies nationally to leaders in every state and in Washington, including the White House administration and every congressional person. It takes a long time to penetrate Washington, but people are beginning to read the report.”


Griesemer said the goal of the Strategic Issues Program is not that policy makers pass legislation based word-for-word on a report’s findings. Rather, the program aims to frame a new perspective and generate productive conversation around controversial issues.

“We hope that people consider the issue in a more thoughtful way,” Griesemer said. “And if that happens, the University certainly will have achieved its fundamental mission of supporting the public good.”
Researchers Explore Complexities of the Human-Animal Bond

The human-animal bond has its positive side and its negative side.

At the Graduate School of Social Work’s Institute for Human-Animal Connection, researchers are breaking new ground in the study of both.

On the positive side, they are finding new ways to incorporate animal-assisted therapies into social work settings. A single dog, a lone cat or even a shy and socially awkward guinea pig can offer social support to an ailing senior, help an abused child learn to trust or ease depression among the socially isolated.

On the dark side, researchers are exploring the many facets of animal cruelty and abuse in hopes of stemming the problem.

In 2009, the institute received a two-year, $200,000 grant from the Colorado-based Animal Assistance Foundation to pursue what is known as the LINK project, named for the connection between violence to people and violence to animals. The project calls for an extensive examination of how first responders and other professionals handle animal abuse cases, from inception to final disposition. It grows out of widespread concern in the animal welfare community that only a handful of animal abuse complaints are ever formally addressed by the criminal justice system.

In 2009–10, the first year of the study, the research team delved into how animal abuse cases are addressed by the many different professions likely to encounter them. These include animal control officers, law enforcement professionals, veterinarians, child welfare workers, domestic violence professionals and animal shelter workers. Researchers learned that the various agencies and professionals involved in animal welfare cases lack the tools to define and identify abuse.

For example, animal welfare officers typically must make judgment calls that are, for the most part, unsupported by data. “These officers have to try to distinguish which cases warrant a more significant criminal justice response, which are appropriate to get a summons or a ticket, and which just get a warning,” said Philip Tedeschi, the institute’s clinical director. To make informed decisions, the institute helps to enlist data, much the way criminal justice professionals rely on data in other public safety concerns.

Tedeschi likens the situation to the early days of domestic violence intervention, when police officers lacked the mechanisms for dealing effectively with intimate partner violence.

In the project’s second year, the LINK team aims to establish best practices to support investigations and intervention. These will vary from agency to agency, profession to profession, but the project hopes to make it easier to investigate, prosecute and halt animal abuse.

“What we’re trying to do,” Tedeschi explained, “is embed practices within the unique disciplines’ own standards of training and professional competencies, so that they become institutionalized as a practice.”
Pioneer Highlights:  
* A Year to Cheer

On the field, the ice, the mats, the snow, the courts, the links and in the pool, the University of Denver Pioneers are not only tough to beat but, in many sports, the one to beat. DU is also the one to beat in the classroom. In keeping with its high academic expectations of student-athletes, DU captured its 10th consecutive Sun Belt Conference Graduation Rate Award.

**2009–10 highlights include:**

- The Pioneers won their 21st NCAA skiing championship, leading the nation in the number of championships held. DU’s Antje Maempel became the second skier in NCAA history to sweep the individual national championships in women’s classical and freestyle in consecutive years.

- DU sent eight teams — women’s soccer, men’s and women’s skiing, hockey, gymnastics, men’s lacrosse, women’s golf and men’s tennis — to NCAA postseason action.

- The Pioneers also sent individuals from gymnastics, men’s golf, women’s golf and women’s tennis to NCAA postseason play.

- The Pioneers captured four conference championships: women’s soccer, hockey, men’s lacrosse and women’s golf.

- Four head coaches earned coach-of-the-year honors: George Gwozdecky, hockey; Aaron D’Addario, men’s diving; Sammie Chergo, women’s golf; and Bill Tierney, men’s lacrosse.

- Twelve Pioneers earned All-American honors.

- As a measure of academic excellence, all 17 DU varsity sports programs achieved an NCAA Academic Progress Rate score of 925 or higher. Two programs — men’s golf and gymnastics — achieved perfect scores of 1,000.

- DU finished 59th in the Learfield Sports Directors’ Cup and No. 1 among all Division I-AAA, Front Range and Sun Belt Conference institutions.

- Senior hockey forward Tyler Ruegsegger and skier Antje Maempel were named to the 2010 ESPN The Magazine Academic All-America At-Large First Team, as selected by the College Sports Information Directors of America.

- The Pioneers hockey program celebrated its 60th anniversary with a reunion of more than 300 faces and voices from DU’s legendary hockey heritage.
A fter 22 years coaching the Princeton Tigers men’s lacrosse team and earning six national championships, Bill Tierney said it would have been easy to look toward retirement.

“I’m 58 years old, and it would have been easy enough to stay at Princeton and walk off into the sunset. But that wasn’t me. I was excited for a new challenge,” he said.

Tierney led the U.S. national men’s lacrosse team to the 1998 world championship, was inducted into the National Lacrosse Hall of Fame in 2002 and became DU’s men’s lacrosse head coach in 2009. Now, he aims to grow the sport of lacrosse nationally. In his first year at DU he set up lacrosse camps and began reaching out to local players.

“One of the things I love about lacrosse is that it’s still got an innocence to it,” he said. “There’s nobody coming to college saying, ‘If I just have a couple of good years of college lacrosse, I’ll go be a millionaire in the NLL or MLL.’ And the best part is that for young men and women to play at the pinnacle of this sport, they’ve got to get a college education.”

The combination of proven coaching and academic expectations paid off for Tierney and his team on the field and in the classroom in his first season at DU. The team closed out the season with a 12-5 record, tying the program’s best season since turning Division I in 1999. In addition, the team’s overall grade point average went from 2.7 to 3.1. As an added bonus, Tierney was named person of the year by Lacrosse magazine in December 2009.

“One of my visions is to make Peter Barton Stadium obsolete because it will be too small to hold our crowds,” he said. He also wants the team’s GPA to improve, and he’s planning more community service projects.

“This place is special,” he said of DU. “I came from arguably the finest academic institution in the world, and I wasn’t sure if I’d find that quality again. But very quickly I have found it here, and also I’ve discovered such an honest, family atmosphere. I’m thrilled to be here.”

Women's Golf Coach Sticks to Her Mission

Sammie Chergo, head women’s golf coach for the University of Denver, has written a mission statement for her team. She’s fairly certain that there aren’t many college golf teams with a mission, but she’s convinced that hers helps keep the team focused on its priorities.

It reads: “Our mission is to grow future leaders through competitive golf and competitive academics.”

“That captures the reason we’re here,” Chergo said. “Well, we’re here to win, of course, but underneath all that, we are here to grow students into leaders for our community and leaders in their families.”

Chergo joined the DU coaching staff in 1997 when there was no women’s golf program. Since her first season in 1998, she has led the Pioneers to seven Sun Belt Conference championships and nine consecutive trips to the NCAA regional tournament. The last three years have been filled with triumphs, with the team finishing sixth in the nation in 2008, fifth in 2009 and 11th in 2010. For the past four years, the Pioneers have never been ranked outside the top 20.

What’s more, Chergo has been named Sun Belt Conference Coach of the Year five times and, in 2006, was honored as the All-Time Sun Belt Conference Women’s Golf Coach.
This is from a woman who only took up golf her senior year of high school and never toured, which is uncommon among college golf coaches. She does, however, possess a rich athletics background.

“I grew up ski racing and was on the Junior Olympic team traveling around the world,” she said. “I played a lot of high school sports, but I came to golf kind of late. It quickly became a passion of mine.”

Chergo said she has been “incredibly lucky” to build a Division I golf team from scratch and that her success comes back to the priorities established in her mission.

“The game of golf represents so much of what it takes to be successful in life,” she said. “Honesty, integrity, hard work. You need all of those things to be successful in golf and in day-to-day living. To have the opportunity to teach that to young women in the college setting … it keeps me going every day.”

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**New Facilities Serve Student-Athletes and Pioneers Fans**

At DU’s new Pat Bowlen Training Center — named for the Denver Broncos president and CEO and DU Board of Trustees member — student-athletes can prepare for the fierce competition that accompanies NCAA Division I play.

Dedicated in spring 2010, the 10,000-square-foot, $6.3 million strength and conditioning complex includes warm-up areas; weight-lifting, cardio and rehabilitation stations; 12 Olympic lifting stations; a 66-yard turf track for speed and agility training; and a video screening room. It is reserved for use by the student-athletes on DU’s 17 varsity teams.

The training facility was constructed simultaneously with the recently opened CIBER Field at the University of Denver Soccer Stadium. The training complex is located beneath the soccer stadium seating and is attached to the Ritchie Center for Sports & Wellness.

The new soccer stadium, which seats 1,915 fans, opened for play in August 2009.
When the nation plunged into recession in 2008, higher education found itself facing enormous student-recruitment challenges. Not only were some students foregoing higher education altogether, still others were focused on helping their families contend with tight budgets. Where once they might have considered private schools, they increasingly opted for public. Where once they might have considered out-of-state options, they chose institutions closer to home.

Despite these daunting conditions, the University’s Office of Admission was able not only to meet but exceed its student-recruitment goals, both in fall 2008, when the economic storm was gathering, and in fall 2009, when the economy had begun to stabilize.

Tom Willoughby, vice chancellor of enrollment, attributes the University’s success, in part, to a willingness to invest in programming and new faculty, even as schools elsewhere cut academic offerings and eliminated teaching positions. In addition, the Office of Admission calibrated its recruitment strategy with two goals in mind: continuing to grow the applicant pool and recruiting the high-caliber undergraduate students most likely to succeed at DU.

Throughout the 2009–10 student recruitment campaign, one of the office’s chief priorities was to highlight the University’s financial stability and educational quality. With the media focused on the financial plight facing public institutions, DU was able to offer a reassuring contrast. “This is where the value of DU shined brighter than ever,” Willoughby said. “We promoted the financial strength of DU and how that would translate into a high-quality experience throughout the student’s four years here.”

As a result, he added, “we had one of the best years ever.”

Because price sensitivity and financial aid packages have played a big role in students’ decision making, the University strengthened its institutional funding for scholarships and financial aid, and it decided to communicate each student’s financial aid award earlier than usual. What’s more, signaling its commitment to affordability and family concerns, the University announced its lowest tuition increase in years. At less than 3 percent, the increase was one of the lowest nationwide.

Willoughby and his staff also aggressively marketed and refined the campus visitation program, largely because students who visit campus are more likely to apply and enroll than those who don’t.

The University’s strategy paid off handsomely. By the end of the recruitment campaign, applications had increased 68 percent from two years ago. The total number of applications for fall 2010 was 12,400, compared to 10,825 in 2009 and 8,380 in 2008. Of these, 9,315 were deemed complete and reviewed by the admission staff.

The Early Action program, which processes applications submitted by a November deadline, yielded 3,419 of those applications. The rest were channeled through the University’s Regular Decision program, which adheres to a January deadline.

Willoughby was especially pleased that the applicant pool showed growth in key areas. Out-of-state applications increased 10 percent to 7,549. Multicultural applications rose 20 percent from the year before, while international applications jumped 26 percent.

DU also received 5,691 applications from males, representing an 11 percent increase over the previous year and 3 percent better than the budgeted 43 percent. This stood in contrast to a nationwide trend that shows declining numbers of applications from young men.

In addition, the academic quality of students expected to enroll has soared. The SAT average for the incoming class increased 14 points, while the overall ACT increased 2 percent. The average GPA of the first-year class is 3.67, versus last year’s 3.66.

Perhaps most impressive, 17 of the annual 40 Boettcher Scholars indicated they will enroll at DU in fall 2010, a record number for an institution that has long been an attractive option for high-achieving students. That will bring the total number of Boettcher Scholars on campus to 62.

“It’s a great statement for the perceived quality of the DU education in the minds of the marketplace,” Willoughby said.

By May 1, 2010, the Office of Admission had received 1,350 deposits, compared with 1,319 the previous year. Willoughby expects 1,239 students to enroll in fall 2010, exceeding the budgeted goal of 1,200.
International Admission Continues Growth Spurt

In recent years, the University of Denver has become increasingly attractive to international students seeking undergraduate and graduate education.

The University’s international undergraduate applications for fall 2010 jumped by 26 percent in the span of a single year and more than doubled since the recruitment campaign for fall 2008. Of the 1,175 international undergraduate applicants, 569 were accepted. In addition, the University received 2,218 international graduate applications for fall 2010, 686 of which were accepted.

Most of the growth in applications is from China, though DU admission officers have not visited the country for two years. Chinese students represent 35 percent of undergraduate and graduate international students. “What we’re experiencing is really fascinating,” explained Marjorie Smith, associate dean of international admission. “The growth in China has a lot to do with the relationship building we have done with the education industry there.”

With an eye toward diversifying its applicant pool, the Office of International Admission will continue building relationships with Latin American countries, India, Scandinavia, Kazakhstan and Uzbekistan, among others.

To ensure that a DU education is accessible to international students, the office is investigating a program that awards need-based aid to undergraduate international students. “Cost is a huge consideration,” Smith said, “because their own educational systems are very good and very inexpensive. We hope this conversation will help close the financial gap and positively affect our diversity.”

Emergency Aid Fund Helps Students Weather Economic Uncertainty

In fall 2008, with the recession well under way and with the number of student appeals for financial aid increasing sharply, the University of Denver embarked on a cost-cutting and staff-reduction initiative designed to preserve funds for priority measures.

One of those priorities was financial assistance for students. Determined that no enrolled student should forego or postpone a DU education because of financial concerns, the University channeled $2 million into its emergency aid pool for undergraduate students. (In a typical year, the University budgets between $100,000 and $200,000 to help undergraduate students whose families contend with extenuating circumstances.)

Of that $2 million, $1.2 million was directed toward institutional grant aid, reflecting an average $3,000 increase in undergraduate aid awards among those who requested it and whose families could document need.
“The last thing we wanted to do was have students have to leave because of financial circumstances,” said Julia Benz, who served as assistant vice chancellor for scholarships and financial aid throughout the academic year. “We wanted to be sure they could persist, regardless of financial issues, and we were pretty successful at that.”

The University also allocated $2 million in emergency financial aid for graduate students. However, DU awarded just $100,000 of that, largely because fewer graduate students demonstrated additional need. Because only a small percentage of them depend on their families for financial support, many graduate students already had adequate aid packages to fund their study.

To ensure fairness, awards were calculated according to a formula based on actual income. If graduate students’ contribution to their education started with zero, the University was already completely funding them, which meant there was no additional documented need.

In spring 2010, with the economy beginning to mend, the financial aid office began seeing a decrease in requests for help. As a result, the emergency financial aid budget for the next academic year is expected to drop to $400,000.

“From the 2008 to 2009 tax years, the increased need per student was really significant over the total population. You don’t see fluctuations that large. It’s gotten a lot better. Appeals have gone way down and things are nicely recovering,” Benz said.

Despite the Economy, Growth Continues in Graduate and Professional Programs

In fall 2009, the University of Denver enrolled 6,301 students in its graduate and professional programs, compared to 6,004 in 2008. The enrollment increase stems, in part, from a strategic effort to strengthen and develop programs that respond to market needs and student aspirations. In addition, graduate and professional programs typically do well during economic downturns. Although the 2008 recession left many individuals debt averse and short on discretionary income, demand for degrees that refresh skills and increase marketability remains steady.

At the Sturm College of Law, a strategic plan aimed, in part, at boosting the college’s bar passage rate called for a reduction in enrollment, allowing the college to focus on recruiting — and educating — the most highly qualified students. In fall 2009, the college enrolled 1,128 students, down from 1,179 the previous year.

Operating under a new strategic plan that recalibrates the size of its undergraduate and graduate programs, the Daniels College of Business enrolled 998 graduate students, up from 971 in 2008. To foster continued — but measured — enrollment growth, the Daniels College plans to hone its graduate programs to ensure small classes and personalized attention.

Under the leadership of a new dean, Gregory Anderson, the Morgridge College of Education also enjoyed enrollment growth. The Morgridge College enrolled 852 students, compared to 817 in 2008. As the Morgridge College settles into its new home, Katherine A. Ruffatto Hall, enrollment growth is projected to continue.

The Josef Korbel School of International Studies enrolled 486 students, up from 423 in 2008. This represented the highest number of students ever enrolled in the school. Interest in Korbel programs has been on the rise since it was named after its founder in 2008. New degree offerings and research centers also have attracted additional students.

Other programs also have benefited from the University’s commitment to enhancing graduate-level education. At the Graduate School of Social Work, enrollment jumped to 445 students, up from 401 the previous fall. Thanks to its recruiting efforts in Libya and to a program with Lockheed Martin Corp., the School of Engineering and Computer Science enrolled 269 graduate students in fall 2009, a 39 percent increase from 194 in 2008. Meanwhile, the highly selective Graduate School of Professional Psychology enrolled 229 students, up from 223 in 2008.

Graduate programs in the arts, humanities, social sciences, natural sciences and mathematics enrolled 467 students, compared to 453 in 2008. In addition, University College continued to grow with 1,106 students enrolled in its 2009 programs, an increase from 1,052 in 2008.
Fundraising: Major Gifts and New Initiatives Anchor Successful Year

University Advancement recently completed one of the top fundraising years in the University of Denver’s history. A number of significant gifts and a broad range of fundraising activities contributed to the year’s strong finish. Fiscal year 2010 saw DU close the largest gift of the current fundraising campaign, which is the second largest gift in the University’s history. That gift and others employed a number of strategies that are increasingly attractive to donors during times of heightened economic strain. In addition, University Advancement renewed its focus on several internal programs, recognizing the wide range of gifts and efforts that are crucial in a successful fundraising campaign.

The most notable gift of the year was from Betty Knoebel, widow of food-services executive Ferdinand “Fritz” Knoebel, who committed $17.5 million to the University. The largest gift of the current campaign and the second largest in DU’s history, it will establish the Knoebel Center for the Study of Aging as well as name the School of Hotel, Restaurant and Tourism Management in the Daniels College of Business. Knoebel used a number of giving techniques in making her gift to DU, including a sizeable gift of property and a future cash commitment.

Also of note was the success of the School of Art and Art History campaign, which raised more than $15 million to create outstanding new environments for teaching and learning in the arts, including the creation of the Nagel Art Studios and the rejuvenation of the Shwayder Art Building. The campaign also provided a tremendous amount of resources for undergraduate and graduate scholarships, experiential learning for students and enhanced community engagement partnerships.

The dedication of the University of Denver Soccer Stadium and CIBER Field marks DU’s increased capability for hosting soccer tournaments and recruiting outstanding student-athletes. Major donors to the project included Jack and Leslie Hanks and Mac and Maria Slingerlend. The Pat Bowlen Training Center also was dedicated recently, providing DU student-athletes with one of the premier training facilities in Division I athletics. The generosity of Pat and Annabel Bowlen, Robert Selig Jr. and Gary Satin made the training center possible.

Among several new programs started this year in support of the campaign, University Advancement reconstituted its Annual Programs staff, which will provide an increased focus on soliciting a greater range of donors through various methods. They will conduct face-to-face visits with Front Range alumni, donors and friends; revitalize the University’s direct-mail programmatic components; and outsource the telemarketing program to increase contacts across the country. All of those efforts will support the Chancellor’s Innovation Fund and University priority projects.
During the last year, colleges and universities across the nation confronted a challenging economic environment—one characterized by signs of recovery juxtaposed against high unemployment, a skittish stock market and wavering consumer confidence.

Thanks to wise stewardship of its resources, conservative budget strategies and robust demand for the DU academic experience, the University fared well in fiscal year 2010. Even as other private institutions were cutting programs and eliminating faculty positions, DU was able to channel additional resources to targeted programs.

The University’s solid financial position was bolstered by measures that enhanced liquidity and lessened exposure to market volatility. As a result, the operating margin for fiscal year 2010 was $37.5 million on revenues of $360 million. The majority of the operating surplus was designated to quasi-endowment and to enhancing reserves.

As of June 30, 2010, the University had $138.6 million of debt outstanding. The entire tax-exempt bond portfolio is fixed-rate with a 4.4 percent weighted average cost of capital. Debt service is only 3.5 percent of the University’s operating budget.

The University’s endowment was valued at $288.8 million at the end of the fiscal year, an increase of $31.6 million from the previous year. Only 3 percent of the University’s operating revenue is supported by endowment income. The recent and anticipated ongoing market challenges do not impact the University’s operations materially. However, development of the endowment remains a long-term priority. The University maintains a diversified portfolio relying on 34 investment managers investing in asset categories that include private equity, hedged equity, real assets and absolute return, as well as other equity, fixed-income and real estate investments. As University management continues to emphasize liquidity, “cash-like” investments comprise almost 20 percent of the portfolio.

The University’s sound practices and stable outlook earned it a rating upgrade from A to A+ from Standard & Poor’s. In awarding this upgrade, Standard and Poor’s cited “the University’s strong demand trends and healthy financial profile, including continued strong operating surpluses and adequate levels of financial resources, during an otherwise challenging economic environment.”

The University’s operating revenue and expense profile remain consistent, with almost 70 percent of revenues coming from student tuition. Auxiliary enterprises make up 12 percent of revenues, while gifts, endowment income, grants and contracts constitute 13.5 percent. In fiscal year 2010, total operating expenses were $322 million. Nearly 62 percent of that was associated with compensation of faculty, staff and students.

Capital funding remains a significant emphasis in the operating budget. The University continues to maintain a reserve for renovation, renewal and deferred maintenance of buildings, facilities and grounds. In fiscal year 2010, $6.75 million was designated for these purposes. In addition, the year saw completion, or near completion, of several major gift-funded construction projects.

As the University moves forward with its operating budget strategy, its emphasis on fiscal vigilance will provide the flexibility necessary to sustain investments in key programs and initiatives. In coming years, the institution will continue to invest in its academic core, particularly in select graduate and professional programs, while striving to achieve operational efficiencies by containing, reducing and restructuring expenses.
**FINANCIAL INFORMATION**

**Summary:**

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<td><strong>Total revenues</strong></td>
<td>$291,493</td>
<td>$322,082</td>
<td>$341,480</td>
<td>$341,306</td>
<td>$360,419</td>
</tr>
<tr>
<td><strong>EXPENSES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Instruction</td>
<td>96,078</td>
<td>104,727</td>
<td>117,558</td>
<td>124,776</td>
<td>127,056</td>
</tr>
<tr>
<td>Research</td>
<td>13,909</td>
<td>13,094</td>
<td>13,044</td>
<td>14,673</td>
<td>12,464</td>
</tr>
<tr>
<td>Public service</td>
<td>3,977</td>
<td>3,091</td>
<td>3,044</td>
<td>3,379</td>
<td>3,355</td>
</tr>
<tr>
<td>Academic support</td>
<td>43,577</td>
<td>46,268</td>
<td>49,104</td>
<td>50,551</td>
<td>51,309</td>
</tr>
<tr>
<td>Student services</td>
<td>14,469</td>
<td>15,697</td>
<td>15,638</td>
<td>16,676</td>
<td>16,358</td>
</tr>
<tr>
<td>Institutional support</td>
<td>33,859</td>
<td>38,219</td>
<td>38,678</td>
<td>38,809</td>
<td>37,569</td>
</tr>
<tr>
<td>Auxiliary enterprises</td>
<td>44,143</td>
<td>48,120</td>
<td>52,379</td>
<td>53,730</td>
<td>53,311</td>
</tr>
<tr>
<td>Other operating expenses</td>
<td>14,208</td>
<td>13,121</td>
<td>18,125</td>
<td>15,230</td>
<td>21,410</td>
</tr>
<tr>
<td><strong>Total expenses</strong></td>
<td>$264,219</td>
<td>$282,335</td>
<td>$307,569</td>
<td>$317,826</td>
<td>$322,831</td>
</tr>
<tr>
<td><strong>Net Operating Results</strong></td>
<td>27,274</td>
<td>39,747</td>
<td>33,911</td>
<td>23,481</td>
<td>37,588</td>
</tr>
<tr>
<td><strong>Nonoperating Activities</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Undistributed investment gains/(losses)</td>
<td>17,098</td>
<td>27,993</td>
<td>(6,701)</td>
<td>(48,824)</td>
<td>13,767</td>
</tr>
<tr>
<td>Endowed gifts</td>
<td>14,040</td>
<td>23,654</td>
<td>28,608</td>
<td>2,144</td>
<td>13,154</td>
</tr>
<tr>
<td>Other nonoperating activities</td>
<td>(6,582)</td>
<td>9,033</td>
<td>10,229</td>
<td>(3,751)</td>
<td>3,465</td>
</tr>
<tr>
<td><strong>Total Nonoperating Activities</strong></td>
<td>24,556</td>
<td>60,681</td>
<td>32,136</td>
<td>(50,432)</td>
<td>30,387</td>
</tr>
<tr>
<td><strong>Net change in total assets</strong></td>
<td>51,830</td>
<td>100,428</td>
<td>66,047</td>
<td>(26,951)</td>
<td>67,975</td>
</tr>
<tr>
<td><strong>Total net assets, beginning of year</strong></td>
<td>606,449</td>
<td>658,278</td>
<td>758,706</td>
<td>824,753</td>
<td>797,802</td>
</tr>
<tr>
<td><strong>Total net assets, end of period</strong></td>
<td>$658,278</td>
<td>$758,706</td>
<td>$824,753</td>
<td>$797,802</td>
<td>$865,777</td>
</tr>
</tbody>
</table>
ASSET ALLOCATION OF THE ENDOWMENT FUND

- Absolute Return 18.7%
- Cash Equivalents 13.1%
- Domestic Equities 12.2%
- Hedged Equities & Venture Capital 11.6%
- Real Assets 10.3%
- Private Equities 10.2%
- Real Estate 9.2%
- Bonds 7.7%
- International Equities 5.5%
- Mortgages & Notes 1.4%
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Denver

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Founder, Former President and CEO
Starz Entertainment LLC
Denver

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The Sturm Group
Denver

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Thomas Weisel Partners
San Francisco

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EDWARD LEHMAN
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J. WILLIAM SORENSEN
ROBERT TIMOTHY
CARL WILLIAMS

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Chancellor

GREGG KVISTAD
Provost

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Vice Chancellor for Enrollment

ERIC GOULD
Vice Provost for Internationalization

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Dean, Penrose Library

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Dean, Graduate School of Professional Psychology

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Dean, University College

TOM FARER
Dean, Josef Korbel School of International Studies

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