

Annual Report
on Institutional Effectiveness
2009-2010



University of Colorado
Denver | Anschutz Medical Campus

Office of
Institutional Accreditation Strategic Planning & Effectiveness
“Turning data into information and information into action”

Our Mission

University of Colorado Denver is a diverse teaching and learning community that creates, discovers, and applies knowledge to improve the health and well-being of Colorado and the world.

Our Vision

By 2020, University of Colorado Denver will be a leading public university with a global reputation for excellence in learning, research and creativity, community engagement, and clinical care.

The *Strategic Plan 2008 – 2020* acknowledges that it is important to develop new initiatives, programs, and services while at the same time maintaining the quality and strength of existing programs and services. To that end, the plan was intended to be reviewed and modified and priorities established periodically.

As with other universities nationally, the university faces significant financial challenges from the economic downturn. Given the new economic reality, our strategic plan has been revised to provide focus to the university community (see Appendix 1 for a summary of the major changes). The revised plan prioritizes goals and objectives to implement the three primary approaches for addressing the current economic situation: implement efficiencies, develop revenue-enhancing opportunities, and achieve savings through cuts.

Early in fiscal year 2009-2010, as part of its ongoing review and evaluation of the strategic plan, each member of the University Planning and Accreditation Committee (UPAC) executive team independently prioritized each goal and objective in light of the new economic reality and the university's revised financial strategic plan. The strategic plan was then reorganized into three phases based on the UPAC executive team's ratings of the strategic goals. Strategic goals rated as High comprise Phase 1, Medium as Phase 2, and Low as Phase 3. The three phases are intended to help organize the plan and suggest a priority for when individual items might be completed. During subsequent annual reviews of the strategic plan, items may be moved among the phases and may be prioritized differently based on the economic situation and other factors (e.g., student enrollment and interest, grant or donor funding availability, etc.).

Although activity is still taking place on Phase 2 and Phase 3 priorities, the Annual Report on Institutional Effectiveness 2009 -2010 (ARIE) summarizes key activities and accomplishments related to the Phase I priorities established for the university and its two campuses.

On the cover: The Pharmacy and Pharmaceutical Sciences building (left) on the Anschutz Medical Campus was completed in early 2011 and is the new home of the School of Pharmacy. The 165,000 square-foot building is a sustainably-built collaborative center of learning.

The Science Building addition (right) on the Auraria Campus opened in January 2010 and provides much needed additional classroom, laboratory and office space for CU Denver faculty, students and staff. The 197,000 square-foot addition was designed and built with an emphasis on sustainability.

Both the Pharmacy and Pharmaceutical Sciences building and the Science Building addition are LEED Gold certified.

Top Institution-wide Priorities

Increase available pool of qualified students who can benefit from a University of Colorado Denver education

Goal 1.4 Establish, strengthen, and sustain existing academic pipeline programs from preschool through post-graduate education to increase the available pool of qualified students who can benefit from a University of Colorado Denver Education and to promote their participation in interprofessional, interdisciplinary, and multiprofessional programs

Objective 1.4.1 Strengthen current academic pipeline programs and design new programs to prepare talented students for success at University of Colorado Denver

Objective 1.4.2 Cultivate and maintain relationships with external entities to develop and support recruitment of students to University of Colorado Denver

The University of Colorado Denver | Anschutz Medical Campus has developed a number of academic pipeline programs to increase awareness of its academic programs at the undergraduate and graduate levels. In addition to formal pipeline programs, outreach activities within the community provide opportunities to connect with and attract potential students. Although not an exhaustive list, a few of these programs are summarized below. Please see page 9 for descriptions of additional programs targeting health profession programs at the Anschutz Medical Campus (e.g., The BA/BS – MD degree program, Graduate Experiences for Multicultural Students (GEMS), and Aurora LIGHTS Career Program).

CAM Connects, a recruitment program with area middle and high schools, was developed to provide opportunities to raise students' awareness of the important role that artists play in shaping culture

industries and to increase visibility of the **College of Arts & Media**. Approximately ninety students participated in programs delivered by CAM faculty in six schools.

LABCOATS (Link to **Advancement in Biomedical Research Career Opportunity And Training Section**) is a federally (National Institutes of Health/National Institute of General Medical Sciences) funded program designed to help students who love science succeed in school, learn about laboratory research, prepare for an advanced career in medical research, and work in the labs of some of the university's top-tier researchers.

The School of Education and Human Development (SEHD) partners with **Teach for America** (TFA) to provide graduate credit for the TFA licensure program that then transfers into an MA program in Urban Education offered at The University. This MA was collaboratively designed to meet the unique needs of TFA corps members who progress through the MA program as a cohort. Currently, about 50% of the TFA corps members enroll in the the university's MA program. This year marks the beginning of the third cohort of TFA corps members enrolled in this unique program. (To read more about Teach for America, please visit their website at <http://teachforamerica.org/>)

In order to develop an infrastructure that increases academic and social supports for a diverse student body, a new position was created within the **School of Education and Human Development**. The Director of Recruitment will recruit current students who are not enrolled in the education program as well as community college and high school students engaged in pipeline programs such as CU Succeed and Teacher Cadet programs. The focus will be on recruiting a diverse and inclusive group of students and recruiting students into shortage areas such as mathematics and science.

Eight Master of Architecture students from the **College of Architecture and Planning (CAP)** participated in the **ACE Mentor Program** joining with professionals in Denver to mentor high school students on building projects. The program is intended to introduce high school students to architecture, construction, and engineering professions.

LiveWell Westwood is a grant-funded project of **Learning Landscapes at the College of Architecture**

and Planning that partners with residents in Denver's Westwood neighborhood to increase opportunities for healthy eating and active living. Its initiatives such as community gardens and youth farmer's markets involve elementary and middle school students, introducing them to concepts in Landscape Architecture and Planning, as well as to CAP's graduate students who serve as role models.

Develop revenue enhancing programs – especially those that are innovative and collaborative and meet pressing needs

Objective 1.1.1 Develop, strengthen, and sustain new interdisciplinary academic degree programs at the undergraduate, graduate, and professional levels (including joint degrees) that are collaborative and connect the disciplines within and across the campuses

Objective 2.2.1 Grow and develop undergraduate, graduate, and professional programs that match changing demographics and meet pressing local, national, and global needs (e.g., math and science teachers, nurses, etc.)

Innovation and collaboration are key characteristics of the university. That spirit of innovation and collaboration has led to development of interdisciplinary and joint degree programs offered at the undergraduate and graduate levels. In addition to our internal partnerships, collaborations with higher education institutions in Colorado and internationally are also providing our students with many new and exciting opportunities as the following examples demonstrate.

Beginning in summer 2009, the **Colorado School of Public Health (CSPH)** and the **University of Colorado School of Medicine (SOM)** began offering a joint

degree. In addition to receiving the doctor of medicine (MD) degree, students concurrently receive the masters of public health (MPH) degree in a CSPH concentration: Applied Biostatistics, Community and Behavioral Health, Community Health Education, Environmental and Occupational Health, Epidemiology, Health Systems, or Management and Policy.

The **College of Liberal Arts and Sciences (CLAS)** has partnered with the **Colorado School of Public Health (SPH)** to develop an undergraduate program in public health that encompasses two options: a BA combining social sciences and public health and a BS combining natural sciences with public health. Core courses are jointly taught by faculty members from CLAS and CSPH. These degree programs provide a foundation for a variety of career paths including immediate entry into public health positions, background preparation for professional programs such as law, or the pursuit of an advanced degree.

The **College of Engineering and Applied Science** is home to the new **Department of Bioengineering** offering interdisciplinary MS and PhD programs. The department promotes cross-campus collaboration, with faculty from the College of Engineering and Applied Science, College of Liberal Arts and Sciences, School of Medicine and the University of Colorado Boulder.

Students entering the program (the inaugural class began in fall 2010) will be taught by engineers, medical researchers and nationally known clinical faculty.

In a partnership between the **College of Liberal Arts and Sciences** and the **University of Colorado School of Medicine (SOM)**, a BA/BS – MD program has been developed to allow approximately ten outstanding high school seniors from diverse backgrounds across Colorado to combine four years of study at the Denver Campus with four years at the SOM. The first group of ten students began in fall 2010.

The **MS in Historic Preservation (MSHP)**, which will accept its first students in fall 2010, is an outgrowth of the dual-college Certificate in Historic Preservation offered by the **College of Architecture and Planning** and the **College of Liberal Arts and Sciences Department of History**. The MSHP meets a need for professionals trained in spatial and technical aspects of the interdisciplinary field of Historic Preservation because it will always be a more sustainable practice to reuse existing buildings rather than to tear them down. The MSHP is the only design-based Master's degree in Historic Preservation in the Rocky Mountain West.

Plans are underway to develop an innovative dual degree between Departments of Landscape Architecture in **The University of Colorado Denver College of Architecture and Planning** and in **Tongji University** in Shanghai. The proposal, developed to provide students from both institutions with international experience,

plans for students to start at their home campus, then study at the host campus during the second year, and return to their home campus for final courses taken in the third year of the program.

The **Integrated Nursing Pathway** is an innovative educational model designed to improve access for community college students to baccalaureate nursing education through a partnership between the **Community College of Aurora (CCA)** and the **University of Colorado's College of Nursing (CON)**. Students are admitted simultaneously to CCA and CON using CON admission criteria. Faculty and clinical experts co-teach, including a first semester "Pathway to Professional Nursing: Quality Improvement and Safety" course. The first cohort of students will begin prerequisite coursework at CCA in fall 2010 where they will earn an Associate of General Studies degree prior to progressing seamlessly to CON in summer 2011. Students completing the program will be awarded a BS in Nursing by the University of Colorado. The 126 credit hour program is designed to be completed by students within four calendar years, less than the typical articulated RN-BS completion program.

The **School of Pharmacy** has enhanced elective offerings to keep up with changes in the profession of pharmacy. The school has developed new electives in women's health, complementary and alternative medicine, prescription compounding, and pharmacy management.

Enhance communication about the benefit and impact of the University to its stakeholders

Goal 1.8 Launch and sustain comprehensive communication programs that build awareness of and inspire action to achieve the university's mission, vision, and values

Objective 1.8.1 Consistently share the stories and data that demonstrate the benefits and impact of the university to its stakeholders

Objective 3.7.1 Communicate with and educate stakeholders about the value of our research and creative work in order to build an appreciation for our contributions globally

Internal communication is vital to ensure all faculty, staff, and students receive important information about the university, but also to maintain and strengthen our sense of community. External communication is also critical as the university competes for resources in a tight economy. This year, a university-wide initiative to improve efficiency and effectiveness of the website was undertaken.

Led by **Integrated University Communications** (IUC), a two-year web redesign was undertaken and successfully completed. Three separate web domains covering the schools, colleges, and administrative units were brought together into one newly designed site (<http://www.ucdenver.edu>). The IUC led project management of nearly every website and provided copy writing, editing, and photography support. The project was completed under budget and on-time! The institution now has one website that captures just about everything about the university. Following are just a few examples of individual academic and administrative unit web redesign projects.

Continuing and Professional Education programs offered through the schools and colleges at the University of Colorado Denver include complete degree programs, certificate/certification/licensure programs, professional development programs, pre-collegiate outreach programs, and personal enrichment courses. In order to attract and better serve students interested in continuing and professional education, a consolidated Continuing and Professional Education (CPE) website was created to provide a central place for individuals to find information on all continuing and professional education programs offered by the university. For more information and to view the site please visit: <http://www.ucdenver.edu/academics/continuing-education/Pages/index.aspx>

The College of Liberal Arts and Sciences partnered with IUC to analyze and redesign the college's website. Information used in the redesign was obtained through surveys conducted with prospective and current students, alumni, faculty, and staff. This extensive and inclusive process resulted in a state-of-the-art website that provides information and resources for a variety of stakeholders. For more information and to view the site please visit: <http://www.ucdenver.edu/academics/colleges/CLAS/Pages/CLAS.aspx>

The **School of Medicine** created templates to ensure consistency among all individual programs and pages in its redesigned website. Information related to patient care, research, and community outreach is included on the site in addition to information about the School's education offerings including pipeline programs, undergraduate, graduate, post-graduate, and continuing medical education programs. For more information and

to view the site please visit: <http://www.ucdenver.edu/academics/colleges/medicalschoo/Pages/somWelcome.aspx>

Facilities Management developed its new website utilizing customer surveys to identify information most frequently accessed in order to improve the usefulness of the site. From the newly designed site, customers can access important information and can also submit work requests, report outages, and reserve rooms. For more information and to view the site please visit: <http://www.ucdenver.edu/about/departments/FacilitiesManagement/Pages/FacilitiesManagement.aspx>

Research Administration launched the completely updated site for the **Office of Research Development and Education (ORDE)**. The site provides a myriad of resources for faculty and staff who are seeking new sources of funding. For more information and to view the site please visit: <http://www.ucdenver.edu/academics/research/AboutUs/ORDE/Pages/orde.aspx>

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In addition to electronic communication, the university engages with community partners in a variety of ways both to serve community needs and to raise awareness about the valuable contributions the university makes. One example, the **2010 Health Disparities/Health Equity Conference “Mobilizing Voices for Change for Health Equity”** was held on the Anschutz Medical Campus during May 2010. In the two-day event which brought together over 250 participants including academic and community leaders, over 60% of the attendees were community members. One outcome of this year’s conference was the development of a planning group to create a Center for Health Equity that would provide a “think tank” and organizational structure to further collaborations among researchers within the University of Colorado’s four campuses and with the community in order to maximize use of resources to increase health equity for the people of Colorado.

Retain and reward our outstanding faculty & staff workforce

Goal 2.7 Recruit, retain, and reward outstanding teachers/scholars

Goal 3.5 Recruit, retain, and reward an outstanding workforce to achieve our vision for research and creative work

Goal 4.5 Develop innovative faculty and staff recruitment and retention strategies

Goal 5.2 Recruit and retain a diverse faculty and staff throughout the university

A major reason the University of Colorado Denver has achieved success in teaching, scholarly and creative activities, research, and provision of clinical care is the quality of its faculty and staff. The institution continues to build on its success by implementing innovative and creative recruitment and retention strategies.

Human Resources is reviewing and modifying search, compensation, and employment practices to assess and improve faculty and staff recruitment and retention strategies, including implementation of exit surveys for all faculty and staff leaving the university, implementing alternative work arrangements, revising search committee practices and conducting compensation analyses. Human Resources plans to collect data on acceptance of first choice offers, turnover rates,

performance indicators, and exit survey responses to measure the effectiveness of efforts.

The **School of Medicine (SOM)** has developed a variety of programs designed to retain and reward its faculty. The following summary highlights just a few of these innovative programs.

The Clinical Faculty Scholars Program is designed to assist emerging investigators in establishing independence in health services research. The two-year fellowship includes guided research project development, educational seminars, grant writing classes, and mentorship. (For more information please visit: <http://cctsi.ucdenver.edu/training-and-education/Pages/ClinicalFacultyScholarsProgram.aspx>)

In its first year of development, the **SOM Academy of Medical Educators** provides a comprehensive faculty development program to train faculty in teaching skills, mentoring, curriculum development, and programmatic evaluation. The program includes six to eight awards given annually for exceptional performance in teaching, mentoring, curriculum development, educational leadership, and educational scholarship.

The goal of the **SOM Teaching Scholars Program** is to develop and retain a cadre of highly skilled educational scholars and leaders for the SOM and its departments. Scholars are selected for their

role or potential in providing leadership to the educational programs of their departments. During the program, Scholars have the opportunity to discuss current and potential educational programs for which they are responsible and to receive feedback on curriculum development and teaching skills from the program faculty.

The Denver Campus, Tenure Track Faculty

Mentoring Program (TTFMP) was designed to assist tenure track faculty in developing a teaching and research agenda that will successfully lead to tenure. Tenure track faculty members, paired with a senior tenured faculty member, engage in a series of year-long activities designed to foster synergistic, collegial relationships between mentors and mentees and to create a scholarly community among all participants. In a recent survey of participants, mentors in the TTFMP suggested the program provide career guidance to associate professors. Knowing that succession is an issue on the Denver campus and associate professors outnumber full professors, the program sponsored a half-day retreat – The Path to Full- or Not – as an initial step. The goal was to create an environment in which associate professors could explore career alternatives. Recently tenured attendees (tenured less than five years ago) left the retreat with a good understanding of their path to full professor. Attendees tenured more than five years similarly came away with alternative career options, for example, moving into leadership positions and providing outreach to local communities.

Enhance our position as a leader in funded research and creative activity

Goal 3.1 Be a global leader in the translation and application of discovery, innovation, and creativity for societal good

Goal 3.2 Enhance our reputation for internationally recognized research in basic biomedical science as well as for translating discovery into practice

Objective 7.1.1 Enable the growth anticipated in the financial plan by developing and supporting strategic relationships with donors, private and public partners, alumni, and federal, state, and local governments

The University of Colorado Technology Transfer Office (TTO) pursues, protects, packages, and licenses to business the intellectual property generated from research at the University. The TTO is a system-level office which provides assistance to faculty, staff, students, and businesses looking to license or invest in CU technology. New companies created in FY 2009-10 based on University of Colorado Denver intellectual property include:

Company	Technology
Physical Activities Innovation	Shoe-based device for movement sensing and biomechanical analysis and behavior modification
Flashback	Novel method for diagnosis of patient hemodynamic state and other applications (University of Colorado Denver and University of Colorado Boulder)
Western States Biopharmaceuticals	Novel anti-inflammatory therapeutics
ICVrx	Drug reformulations and system for delivering drugs targeting brain activity directly to the brain
PeptiVir	Vaccines for flu and other viral indications

The **School of Medicine’s annual anthology, *The Human Touch: Journal of Poetry, Prose and Photography***, includes imaginative work contributed by students, staff, alumni, and friends of the University of Colorado Denver. The publication is intended to celebrate and communicate the humanistic dimensions of health and disease, medicine and the arts, and the human condition. It serves as a resource for students and faculty and as a “calling card” for the larger community.

The **CCTSI Training Programs** provide training opportunities to faculty and students to enhance their knowledge of translational research topics, regulatory requirements for conducting clinical research, and career development knowledge and skills for the purpose of helping them more successfully achieve their career objectives as clinical translational researchers and to perform high impact research.

The College of Arts and Media secured funding for the **National Center for Media Forensics (NCMF)** through the Department of Justice. Funds received from this grant will total \$1.5 million over two years and will be used to carry out the initial research agenda of NCMF. The program launch was delayed by the untimely death of its Director; however a successful international search has led to the first cohort of NCMF students in the Master of Science in Recording Arts specialization in media forensics.

The University of Colorado Foundation continues its work to raise funds in support of the university’s priorities. Gifts transferred to the University of Colorado Denver | Anschutz Medical Campus from the University of Colorado Foundation for operating purposes totaled \$28 million for the 2009-2010 fiscal year.

Contract and grant awards as reported by **the Office of Grants and Contracts** were up six percent over last year with a total of \$421,419,863 awarded during fiscal year 2009-10.

Top Anschutz Medical Campus Priorities

Grow healthcare services by collaborating with our clinical affiliates (UCH, TCH, etc.)

Goal 4.1 Offer interprofessional, comprehensive, high-quality, evidence-based, service-driven, patient-centered specialty, primary, and preventive health care services at the university and its clinical partners to international, national, statewide, and community-based patients

The School of Medicine has partnered with the **University Physicians Inc. (UPI)** and the **University of Colorado Hospital** to create an advanced imaging joint venture, a community based orthopaedics practice with advanced imaging services available. This clinical site of service will extend SOM Orthopaedics services and advanced imaging to the central Denver community.

Expand clinical facilities, sites, and programs

Goal 4.4 Expand clinical facilities, sites, and satellite programs

Pediatric Ambulatory Surgery Center is a UPI, SOM, TCH community based pediatric ambulatory surgical center along with outpatient pediatric specialty clinics and urgent care facilities. This facility will extend SOM pediatric specialty surgical and clinical ambulatory services to the North Denver and Front Range community.

The Health & Wellness Center at Anschutz Medical Campus has developed a collaboration with The Children's Hospital (TCH) to work together on community programs aimed at improving health of children by partnering to bring health education to school systems in the area. Programs have been developed for school, worksite, and communities that focus on healthy eating, increased physical activity, and weight management.

The University of Colorado, School of Medicine and various partners are working with the **Department of Veterans Affairs (DVA)** to relocate the DVA medical facility to the Anschutz Medical Campus. Planning has taken place during FY 2009-2010 and the relocation is expected to occur in 2013.

In a partnership between the **School of Medicine (SOM)** and **Denver Health**, the **Department of Emergency Medicine** was established in January 2010.

The School of Dental Medicine has partnered with **The Children's Hospital** to create the **Healthy Smiles Clinic** located in the dental center building of The Children's Hospital. This clinic provides treatment to underserved children and is the location where all pediatric dental education clinical experiences are provided to the students of the School of Dental Medicine.

Recruit and retain a critical mass of underrepresented students into the health professions

Goal 5.1 Recruit and retain a critical mass of traditionally underrepresented and international students

Here are a few examples of the innovative programs which are helping the University of Colorado Anschutz Medical Campus achieve its goal to recruit and retain traditionally underrepresented and international students.

The BA/BS – MD degree program is a partnership between the **College of Liberal Arts and Sciences** and the **School of Medicine** designed to assemble eight to ten outstanding students from broadly diverse backgrounds who are committed to serving the health care needs of Colorado. Students accepted to the program will complete either a Bachelor of Science or a Bachelor of Arts degree and upon completion of all academic and non-academic program requirements and the MCAT will be automatically accepted to the School of Medicine.

Medical Student Scholarship Support – This year, efforts were expanded in recruiting and nominating students to receive diversity, merit, and need-based scholarships. In July 2009, **University of Colorado President Bruce Benson** allocated \$10 million dollars over five years to support medical student scholarships for deserving students who are underrepresented, underserved, and with financial need. This will enable the School of Medicine to support approximately 40-50 students.

Urban Scholars is a partnership between the **Office of Diversity and Inclusion**, the School of Medicine, and the Central Area Health Education Centers. It provides undergraduate students with a one-month intensive science review in preparation for the MCAT exam,

information on admissions to university professional programs, science courses taught by current medical students, clinical and research experiences, mentor relationships with current medical students and faculty, and study skills workshops.

Graduate Experiences for Multicultural Students

(GEMS) is a program to introduce undergraduate students from diverse and traditionally underrepresented groups to the biomedical research career opportunities offered at the graduate level. Students enroll in a ten-week summer research internship course conducted by distinguished science faculty which consists of lectures, demonstrations, and laboratory research assignments.

Aurora LIGHTS Career Program (LeadInG the way in HealTh Sciences) is a new partnership with the Colorado and Central Area Health Education Centers and Aurora Public Schools, and the Community College of Aurora designed to help minority and disadvantaged students succeed in science, enroll in pre-med and health sciences school programs, and become health science professionals. Students enter a pipeline program extending from kindergarten through the health profession schools with a focus on education, recruitment, and retention in the health sciences. The main goals of the program include recruitment, educational and career support, financial aid information, cultural competency training, and retention in the specialty.

The School of Pharmacy recruits a diverse student body through efforts such as a summer enrichment program which prepares diverse students for admission and success in the PharmD program. The rigorous eight-week academic science and pharmacy-practice-based program is offered to applicants who contribute to the diversity of the school. The school has the most diverse student body on the Anschutz Medical Campus.

Deliver a world-class educational experience for health-professions students by providing adequate state appropriations to ensure that faculty and staff can dedicate sufficient time and effort

Objective 2.1.6 Provide adequate state appropriations and tuition support to ensure that faculty can dedicate sufficient time and effort to deliver a world-class educational experience for health professions students

Objective 7.1.4 Advocate for and secure a separate line-item for state appropriations that addresses the lack of adequate and sustainable funding for the health professions schools at the Anschutz Medical Campus

Efforts to ensure adequate state appropriations were made in FY 2009-2010 and will continue.

Complete the Pharmaceutical Sciences Building and the Health & Wellness Center

Goal 7.2 Invest in providing the infrastructure (services and facilities) necessary for a world-class learning and discovery environment for the benefit of our students, faculty, staff, and communities

The Pharmacy & Pharmaceutical Sciences Building is the latest research facility nearing completion on the Anschutz Medical Campus. It will house research laboratories and support areas, clinical trials areas, and administrative offices. The four-story building will contain approximately 170,000 gross square feet with 108,000 assignable square feet. The building is located on the Library Commons. Construction began in February 2009 and is anticipated to be completed for occupancy beginning in mid-February 2011.

The Health & Wellness Center is a clinical research facility under construction on the northwest corner of the Anschutz Medical Campus. Health and wellness programs in the center will build upon existing wellness research programs in the School of Medicine and the Integrated Medicine program of the University of Colorado Hospital. The facility's purpose is to conduct state-of-the-art research in all areas of health and wellness and to promote the results in the local area, nationally, and internationally. The facility will include a fitness center which will be available to the Anschutz Medical Campus's students, faculty, and staff. The four-story building contains approximately 95,200 gross square feet and 60,000 assignable square feet. Construction began in October 2010 with completion and occupancy scheduled for April 2012.

Top Denver Campus Priorities

Provide new classroom and faculty office spaces, for example, by raising funds to occupy the new Business School Building

Objective 2.1.1 Build and sustain superior education facilities and infrastructure

Despite the recent economic challenges the University of Colorado Denver remains committed to providing state-of-the-art facilities to support its students, faculty, and staff. Through targeted fund-raising, the university continues to make progress in building and sustaining facilities and infrastructure as the following examples demonstrate.

Auraria Science Building Expansion - The University of Colorado Denver partnered with Metropolitan State College of Denver and the Community College of Denver to build a four-story structure which houses new classrooms, labs, and office space for the Chemistry, Biology, and Anthropology departments. In addition to the funding provided by the State of Colorado for this project, The institution made a separate capital investment of just over \$10 million to design and construct 8,000 square feet of research laboratory space for University of Colorado Denver faculty and students. In April, 2010, the Downtown Denver Partnership recognized the Auraria Campus with a Downtown Denver Award honoring the Science Building addition as one of six projects that have made a positive impact on the downtown Denver environment.

The Auraria Campus Vivarium was built as part of the Science Building expansion. The new vivarium is a significant improvement over the previous one. It

is specifically designed to provide an enhanced ability for researchers to conduct high level basic science and biomedical research.

The School of Public Affairs renovated existing space to provide an additional computer lab for students and to increase office spaces for faculty and staff.

This fall, the **College of Architecture and Planning** has moved into new loft-like design studio space on the 7th floor of the CU Denver Building, designed by Humphries-Poll Architects. The space features 360-degree views of the mountains and downtown Denver. Renovation of the 4th floor of the building was also completed including videoconferencing equipment installed in one of the classrooms, a new classroom, an expanded work area for model construction, an expanded woodshop, and a new laser lab as well as new storage areas.

Development of the new **Business School building at 1475 Lawrence Street** to provide outstanding facilities in the heart of downtown Denver has begun this year. The first phase of the redesign will require 18 months and \$10 million to complete. Once completed, the building will meet the Leadership in Energy and Environmental Design (LEED) gold standards.

Implement a comprehensive enrollment management strategy

Goal 2.4 Implement a comprehensive enrollment management strategy for the Denver Campus

A consultant was contracted to assist the Denver Campus with strategic enrollment management planning and implementation. Work began in January, 2010 with a four-day on-site enrollment management audit. Other activities included:

- Analysis of the admission goals articulated in the *University of Colorado Denver Strategic Plan 2008-2020*
- Critical evaluation of The University's existing market share and opportunities for strategic growth

- Analysis of financial aid and scholarship resources
- Assessment of the organization and structure of existing enrollment management functions
- Assessment of performance with respect to student retention and graduation rates in comparison with peers
- Creation of an enrollment planning process including key performance indicators and appropriate assessment practices to ensure the effectiveness of the plan

The final report and recommendations for Strategic Enrollment Management (SEM) were released in fall 2010 and will be reported and updated in future ARIE reports.

Enhance select focus areas for Denver Campus including Bioengineering, Education Policy, and Sustainability

Objective 3.1.3 Fully invest in the signature areas identified for the Downtown Campus, including education research and policy and sustainability

As part of its strategic planning process, the University identified signature areas for the Denver Campus including development of programs in Bioengineering, Education Policy, and Sustainability.

A Master of Science and a Ph. D. in Bioengineering were recently approved by the Board of Regents, bridging the fields of engineering and medicine with a core mission of applying engineering principles and analyses to improving human health through training, research and service. It also bridges the academic excellence found at the Denver Campus and the Anschutz Medical Campus. The program takes students well beyond the classroom into internships and research opportunities. Internships are offered with local biomedical companies through the Device Design and Entrepreneurship track. Research opportunities are available through the Clinical Imaging track at clinical imaging laboratories in the University of Colorado system, including the Department of Pediatrics and Division of Cardiology (with The Children's Hospital, Pediatric Echocardiography) and the Department of Radiology (University Hospital). For more information, please visit the program's website: <http://www.ucdenver.edu/academics/degrees/FeaturedPrograms/Pages/Bioengineering.aspx>

During fall 2009 and spring 2010, Colorado had the opportunity to apply for funding from the American Recovery and Reinvestment Act via the Secretary of Education's \$4.35 billion dollar "Race to the Top" (R2T) incentive fund. **Dr. Janet Lopez, Director of P-20 Education Initiatives**, recruited faculty from across the university to participate in the public input process.

Dr. Lopez also gave public presentations on behalf of the university. While the state was ultimately unsuccessful in receiving the federal funds, the plans outlined in Colorado's R2T application set the path for further education reform and for future legislative and policy actions.

The Center for Education Policy Analysis at the School of Public Affairs provided assistance for the state's Race to the Top grant application. The school is also an active partner in supporting the work done by University of Colorado Denver's P-20 Director.

The School of Business collaborated with government, energy industry and community leaders to create a groundbreaking degree program that is a talent pipeline for energy companies. Students complete an 18-month, 36-semester hour program culminating in a Master of Science in Global Energy Management (GEM) degree. The GEM degree program covers issues spanning the entire industry sector, from fossil fuels to alternative resources. Also included are studies in leadership, decision making and strategic management. International faculty members share their extensive experience in the classroom and online. The flexible hybrid structure—partly in class and partly online—makes it convenient for working professionals in the U.S. and abroad to earn a graduate degree while working.

The College of Liberal Arts and Sciences has taken a systems approach to conceptualizing and implementing sustainable practices that integrate physical, biological, and social sciences. Among numerous projects, participants developed an undergraduate minor in sustainability. Twenty students declared the Minor at the end of the first year, and three graduated with the Minor in spring 2010.

At the request of the city of Avon, the **Center for Sustainable Urbanism and the Department of Planning and Design with the College of Architecture and Planning** participated in a study of the I-70 corridor in spring 2010, exploring the growth and transportation issues plaguing the mountain towns and ski resorts. The study also involved a team from the National American Institute of Architects.

The Timothy E. Wirth Chair in Environmental and Community Development Policy in the School of Public Affairs partners with the School of Architecture and Planning to host a monthly Sustainability Series presentation, open to the public. These monthly events draw between 50 and 100 attendees.

Improve student success, including student retention and graduation rates

Goal 2.9 Broaden the educational experience for students to improve student success

Objective 2.9.3 Expand university student traditions as well as co-curricular and extracurricular opportunities for students, including intramural athletics

Objective 5.1.2 Improve student retention and graduation rates (e.g., through enhancing financial aid, academic and student support services, etc.)

Improving student success is at the heart of our mission and vision. The University of Colorado Denver provides a variety of activities and programs aimed at helping students to persist and graduate. Here are some of the services offered through the Division of Student Affairs:

- **TRIO Student Support Services** is funded through a U.S. Department of Education grant to provide advising, tutoring, cultural enrichment, peer mentoring, and student success workshops to support students' academic progress and degree completion. The grant was successfully renewed for an additional five-year period.
- **Veteran Student Services** coordinates a network of services to support veterans returning to the university and to certify eligible students for veteran's benefits.
- **The Learning Resource Center** provides trained tutors and offers supplemental instruction with workshops and classes specifically designed to support the academic progress of international students in addition to services for domestic students.
- **The Academic Success & Advising Center (ASAC)** provides academic advising to all College of Liberal Arts and Sciences undeclared students, pre-business, pre-engineering, and College of Arts and Media freshmen. In addition to academic advising duties, the ASAC advisors are actively engaged in delivering freshmen orientations.
- **The Career Center** uses cutting edge technology, applied learning, and partnerships to prepare and connect students with viable career opportunities that benefit the community. The Career Center offers programs and services that facilitate students' career development, preparation, and successful transition from college to career or graduate studies through five areas of service:

Career Exploration, Drop-In Resume Reviews, Job Search and Coaching, Employment Services, and 24/7 Career Services.

- **University Life/Student Success** provides services and programmatic activity in all areas of University Life (community standards and wellness; student life; Counseling Center; Gay, Lesbian, Bisexual, Transgender Student Services; Health Center; and Recreation Center).

This year, the **Division of Student Affairs** developed a division-wide “score-card” to measure and track service effectiveness and student satisfaction across all Student Affairs functional units. Measuring key performance indicators will provide the division with data and information to inform future programmatic and service enhancements.

New Student Convocation is the university’s signature welcoming ceremony for incoming freshmen and transfer students. Students participate in an official ceremony presided over by the Chancellor, Provost, the Associate Vice-Chancellor for Student Affairs, and the President of the student body. Following the ceremony, students have an opportunity to meet informally with leadership, faculty, and staff from the schools and colleges during a barbeque lunch.

The Student Government Association (SGA) for the Denver campus has taken a lead role in initiating discussions with university administration to establish a mascot for the University of Colorado Denver in order to enhance students’ pride in their university and to strengthen institutional identity.

A campus-wide **Early Alert** program was implemented in conjunction with Lexnet Corporation. This web-based program asks faculty to identify students in the 5th-6th week of the semester who need assistance because of academic performance, class participation, and/or behavior issues. Assistance is then provided to students through academic advising and referrals to appropriate University of Colorado Denver student service offices. Preliminary assessment results are positive showing students who engage with their academic advisor for Early Alert referrals show a dramatic reduction in poor grades that lead to a probation/suspension status.

The **College of Arts and Media** has launched **CAM Live at Starz**, weekly brown bag lunchtime presentations, performances, and interactions on topics of interest to the university community. The primary outcome of these events is to raise the horizons of CAM students, faculty, alumni, and the larger university community by highlighting cutting-edge achievements and emerging issues in the creative industries and presenting the unique creative trajectories of CAM faculty, students, and alumni.

The Scholarship Resource Office was strengthened under the leadership of its new director of University Scholarships, **Sharon Harper**. The office is responsible for managing scholarship administration including management of the Online Scholarship Application for Institutional and Departmental Scholarships, administration of private scholarships, and providing mentoring services for scholarship recipients at the Denver Campus.

Appendix 1 — Strategic Plan Revision

Revisiting our strategic plan to reflect the new economic reality.

Mission

University of Colorado Denver is a diverse teaching and learning community that creates, discovers, and applies knowledge to improve the health and well-being of Colorado and the world.

Strategic Priorities

1. Maximize the opportunities of our consolidated university to achieve our vision.
2. Deliver an outstanding and innovative educational experience.
3. Conduct outstanding research and creative work for the public good.
4. Enhance the university’s world-class health care programs to achieve recognition as one of the best academic health centers in the nation.
5. Enhance diversity university-wide and foster a culture of inclusion.
6. Grow strong, mutually beneficial partnerships that engage our local, national, and global communities.
7. Secure the resources to achieve our vision while being responsible stewards of those resources.

New Phased Approach

Phase 1	<ul style="list-style-type: none"> • Targeted for substantial progress or completion over next 2 to 3 years
Phase 2	<ul style="list-style-type: none"> • Targeted for substantial progress or completion over next 5 years
Phase 3	<ul style="list-style-type: none"> • Targeted for substantial progress or completion over next 10 years

Some objectives may extend beyond 2020

Three Primary Approaches to new economic reality

- Implement efficiencies
- Develop revenue enhancing opportunities
- Achieve savings through cuts

Plan Revisions in Light of Economic Reality

Institution-wide

- Reduced general fund support
- Challenging philanthropic climate
- Opportunity for one-time stimulus funds
- Financial unknowns including impact of any proposed healthcare reform
- Focused slow-down in achieving/implementing selected goals and objectives

Anschutz Medical Campus

- Reduce projected support for faculty salaries
- Additional pressure on clinical and research support and less support for the educational mission

Denver Campus

- Reduce projected growth of faculty and staff
- Eliminate plans to implement intercollegiate athletics

Top Institution-wide Priorities *24 to 36 months*

- Prepare for HLC/NCA accreditation in spring 2011
- Increase available pool of qualified students who can benefit from a University of Colorado Denver education (Goal 1.4, Objectives 1.4.1 & 1.4.2)
- Develop revenue enhancing programs – especially those that are innovative and collaborative and meet pressing needs (Objectives 1.1.1 & 2.2.1)
- Enhance communication about the benefit and impact of the university to its stakeholders (Goal 1.8, Objectives 1.8.1 & 3.7.1)
- Retain and reward our outstanding faculty & staff workforce (Goals 2.7, 3.5, 4.5, 5.2)
- Enhance our position as a leader in funded research and creative activity (Goals 3.1 & 3.2, Objective 7.1.1)

Top Anschutz Medical Campus Priorities *24 to 36 months*

- Grow healthcare services by collaborating with our clinical affiliates (UCH, TCH, etc...) (Goal 4.1)
- Expand clinical facilities, sites, and programs (Goal 4.4)
- Recruit and retain a critical mass of underrepresented students into the health professions (Goal 5.1)
- Deliver a world-class educational experience for health-professions students by providing adequate state appropriations to ensure that faculty and staff can dedicate sufficient time and effort (Objectives 2.1.6 & 7.1.4)
- Complete the Pharmaceutical Sciences Building and the Health & Wellness Center (Goal 7.2)

Top Denver Campus Priorities *24 to 36 months*

- Provide new classroom and faculty office spaces, for example, by raising funds to occupy the new Business School Building (Objective 2.1.1)
- Implement a comprehensive enrollment management strategy (Goal 2.4)
- Enhance select focus areas for Denver Campus including Bioengineering, Education Policy, and Sustainability (Objective 3.1.3)
- Improve student success, including student retention and graduation rates (Goal 2.9, Objectives 2.9.3 & 5.1.2)