

2013-2014 ANNUAL REPORT



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Letter FROM THE CHANCELLOR

The stories shared within this annual report—stories of ambitious scholarship, of students in pursuit of passions, of a well-managed institution—are part of the reason why, in June 2014, I accepted the offer to serve as the University of Denver’s 18th chancellor.

As someone who is deeply committed to higher education’s transformative role in society, I’ve long been impressed with the University of Denver’s robust tradition of serving the public good, its impressive track record of building engagement and its perfect combination of professional schools, graduate programs and undergraduate opportunities. This is the legacy of outstanding leadership by my most recent predecessors, Robert D. Coombe and Daniel L. Ritchie.

The intellectual energy of this country is increasingly powered by innovative institutions like this one, and I am honored to lead the University at this important time in our history. I’m especially excited about helping this institution support and expand the knowledge generated on our very own campus, by our very engaged community of students, staff and faculty.

This is an amazing time for education. In this era of globalization, constant change and clamor, we must work together to face challenges and opportunities. How do we maximize and expand our intellectual and fiscal resources? How do we do more and do it better—more and better research, more and better outreach, more and better opportunities for our incredible students? How do we prepare the leaders of the 21st century for the professions, for innovation and for civic engagement?

Fortunately, the University of Denver is no stranger to transforming challenges into opportunities. In fact, as this year’s sesquicentennial celebration has reminded us, our talent for combining our aspirations with our resourcefulness has always allowed us to create and seize opportunities. And there’s more to come.

In the months ahead, I hope you will share with me your ideas for the University’s future. And then together with others who care about DU, we’ll work to bring those big dreams into a transformative vision for the sake of future students and for the sake of serving Denver, our country and our world.

Rebecca S. Chopp
Chancellor



Letter FROM THE CHAIR

As our year of sesquicentennial celebrations comes to a close, it is my pleasure to assume the chair of the University of Denver Board of Trustees.

This has been a remarkable year, full of celebration, reflection, accomplishment and change. Much of the history of the University has been about stories of its leadership, in good times and bad. Robert D. Coombe made enormous contributions, during his nine years as chancellor, to the academic quality of the institution, and of our faculty and students, as well as through his financial stewardship and his leadership of the ASCEND campaign. Trygve Myhren, my predecessor as chair, provided a steady hand and an eye on the future in his leadership of the board and the University as a whole. Many thanks to both Bob and Tryg, who have richly earned their new titles as chancellor emeritus and chairman emeritus, respectively.

Reflecting on the University's history gives us the opportunity not just to celebrate past accomplishments but also to learn from the past and to discern what elements from our history should endure as we plot our future course—particularly given the “unsettling times” outlined by the Strategic Issues Program under James Griesemer’s leadership (see page 14).

This University remains deeply rooted in Denver and the Rocky Mountain West, even as its national and international scope and impact expand greatly. I think of the resilience of the institution, its ability to change and to respond to new conditions, while remaining optimistic and looking forward, as defining characteristics of the University throughout its history. These values will help guide us as we take advantage of the opportunities and challenges ahead. I look forward to working with Chancellor Rebecca Chopp and the entire University of Denver community as we define our future together.

Douglas G. Scrivner
Chair
Board of Trustees

Dedication TO THE PUBLIC GOOD



GRADUATE STUDENT JOINS EFFORT TO DEMYSTIFY HUMAN DISEASES

At the University of Denver's Eleanor Roosevelt Institute (ERI), founded in 1961 to conduct pioneering biomedical and genetic research, undergraduate and graduate students partner with world-renowned scholars in a quest to unravel the mysteries of disease.

For Nathan Duval, a PhD candidate in biological sciences, that quest has personal significance. "My mother has lupus," he explained, so he is well acquainted with the toll that disease takes on overall health and day-to-day life. "And I'm interested in disease processes—the idea that certain genetic mechanisms can cause disruptions in your physiology and lead to disease."

While casting about for a graduate program that would address two priorities—furthering his understanding of how diseases behave and enhancing his career prospects in biomedical research—Duval learned about the groundbreaking work under way in the lab of the ERI's David Patterson. That, as well as the chance to work with interdisciplinary research teams at the ERI, convinced him to apply to the University of Denver.

His decision has paid off in hands-on opportunity. He and Patterson are collaborating on a handful of projects that could improve what Duval calls "the health-span" in people contending with an array of genetic diseases and disorders. What's more, he has secured credits as the first author on an article, published with Patterson, in *Molecular Genetics and Metabolism*.

Patterson, who holds the University's Theodore Puck Endowed Chair, is known internationally for his decades of research on Down syndrome. In fact, his part in the mapping of chromosome 21, which contains the blueprint for Down syndrome, has added significantly to the scientific community's understanding of the genetic condition.

To advance that understanding even further, Patterson and Duval are working with the Ts65Dn

mouse model of Down syndrome. The Ts65Dn is a genetically altered model for Down syndrome.

"The mouse has a lot of features that are very similar to Down syndrome," Patterson said. "It has learning and memory deficits and it has skeletal differences. It also has a precursor of leukemia. A lot of those things happen in people with Down syndrome. It also ages differently, and that's been our hypothesis for people with Down syndrome for a long time."

Using the Ts65Dn mouse model, Duval and Patterson are studying the metabolome and physiological changes that accompany aging in Down syndrome. "We are trying to understand the metabolomics, or changes in small molecules and metabolites, that may be part of, or due to, the genetic and physiological alterations that accompany Down syndrome and aging," Duval explained.

This quest has ramifications for scientists and, in time, the medical community. After all, the more that scientists understand the pathways involved in aging, the better able they'll be to address such health-span issues as deteriorating cognition or muscular function.

The work may even be applicable to the complex but much-misunderstood autoimmune disease that troubles Duval's mother. "Lupus happens to be an aging-related disease, though not in the sense that as you get older you are more susceptible," Duval said. "Rather, lupus accelerates the rate of aging. A person afflicted with lupus may appear normal, but physiologically they are much older."

Like so much scientific research, this work will unfold over years. "A lot of it involves waiting while the mice get old," Patterson said.

Meanwhile, Duval appreciates the opportunity to be part of the ERI's multidisciplinary work. "Understanding disease is not just a biological problem," he said. "Diseases need to be approached from as many different angles as possible to further our understanding."

Dedication TO THE PUBLIC GOOD



HISTORY-MAKING EVENT OPENS A DIALOGUE ACROSS BORDERS AND TIME ZONES

In February, more than 200 students, faculty and community members came to the University's Anderson Academic Commons to witness a historic conversation between Mohammad Javad Zarif, minister of foreign affairs for the Islamic Republic of Iran, and Christopher Hill, former U.S. ambassador to Iraq and current dean of the Josef Korbel School of International Studies.

Zarif is a Korbel School alumnus (MA '84, PhD '88) who also has served as Iran's ambassador to the United Nations and the country's deputy minister of foreign affairs.

Hosted by the Josef Korbel School's Center for Middle East Studies, the conversation—conducted via live web conference—covered such topics as Iranian-U.S. relations; the crisis in Syria; internal human rights issues in Iran; and Iranian-Israeli relations.

The live discussion came at a critical juncture in Iran-U.S. relations, just after the first day of P5+1 negotiations in Vienna regarding Iran's nuclear program.

"From my perspective," Zarif said, "I'm trying to see how best we can achieve a goal that is shared both by Iran as well as by our negotiating partners. Now we have a possibility to make a change, and this change will have an impact not only on how we deal with the nuclear issue, but how Iran will deal with the West in particular."

"TODAY OUR STUDENTS HAD A FRONT-ROW SEAT TO HISTORY AND THE UNPARALLELED OPPORTUNITY TO SUBMIT QUESTIONS AND LISTEN IN REAL TIME TO ONE OF THE KEY PLAYERS ON THE GLOBAL STAGE."

The event afforded the audience a rare chance to hear directly from a member of the Iranian government.

"Today," Hill said, "our students had a front-row seat to history and the unparalleled opportunity to submit questions and listen in real time to one of the key players on the global stage."

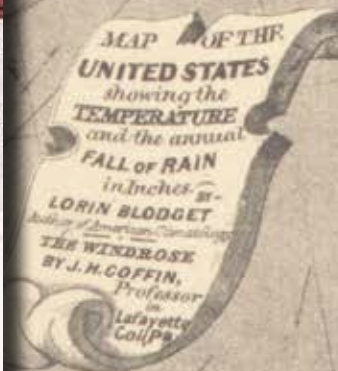
Dedication TO THE PUBLIC GOOD

Mapping the Nation

History and Cartography
in Nineteenth-Century America



SUSAN SCHULTEN



DETERMINED TO MAKE A POSITIVE IMPACT, A CARTOGRAPHY-LOVING PROFESSOR MAPS HISTORY

Through her books, newspaper articles and public lectures, Susan Schulten, chair of the University's Department of History, brings bygone events to life for audiences eager to make sense of both past and present.

Since November 2010, Schulten has contributed columns to the New York Times' four-year "Disunion" series, launched to explore the causes, events and consequences of the Civil War. Her posts have addressed everything from Abraham Lincoln's decisive victory in the 1860 presidential election to the economic arguments for the emancipation of slaves.

"The Civil War continues to be a source of tremendous interest for Americans," Schulten said. "The challenge is to write brief stories that appeal to a wide audience but also do justice to the war's complexity."

Schulten also demystifies history for readers of *The New Republic*. There, she shows how city managers in 1880s San Francisco pandered to anti-immigrant sentiment and responded to a moral panic by mapping vice—brothels, opium dens and gambling houses—in Chinatown. Another article featured an artist whose sense of perspective revolutionized mapmaking during World War II.

In her most recent book, "Mapping the Nation: History and Cartography in Nineteenth-Century America" (University of Chicago Press, 2012), Schulten examines the explosion of maps in America. The book chronicles how various crises in the 19th century forced Americans and Europeans to use maps for entirely new purposes. A companion website—mappingthenation.com—allows cartography and history lovers from all over the world to pore over the maps and explore their terrain for themselves.

"Mapping the Nation," which appeared in paperback in 2013, received the 2012 Norris and Carol Hundley Award from the American Historical Association-Pacific Coast Branch



(AHA-PCB). Given for the most distinguished book on any historical subject by a scholar in the American or Canadian west, the award is the highest honor bestowed by the AHA-PCB. Schulten also received the 2013 Western History Association's Oscar O. Winther Award for her article "The Civil War and the Origins of the Colorado Territory," which appeared in the *Western Historical Quarterly*.

In the last year alone, Schulten shared her insights into Colorado's history in a Rocky Mountain PBS Colorado Experience documentary chronicling the University of Denver's evolution. She helped to design the permanent "Milestones in Colorado Legal History" exhibit in the new Ralph L. Carr Judicial Center in downtown Denver. And, at a presentation sponsored by the University's Bridges to the Future public lecture series, Schulten described how the University was founded during a grave national secession crisis, just as the Gold Rush was waning.

Whether she is digging deep into Colorado history or exploring the evolution of maps, Schulten aims to examine the links between past and present. The quest to make sense of the past, she said, "never gets old."

Dedication TO THE PUBLIC GOOD



A CROSS-DISCIPLINARY TEAM COLLABORATES ON CIVILIAN APPLICATIONS FOR MILITARY TECHNOLOGY

At the Daniel Felix Ritchie School for Engineering and Computer Science, undergraduate and graduate students join their professors on design and development projects meant to solve real-world problems.

For engineering graduate student Steve Conyers and undergraduate computer science major Tom Hamill, that meant pooling skill sets to create a prototype mobile self-leveling landing platform for unmanned aerial vehicles (UAVs).

The platform—which may well net Conyers some billing on a patent—was developed under a National Science Foundation grant awarded to the Ritchie School's Unmanned Systems Research Institute (DU2SRI), directed by Kimon Valavanis, chairman of the electrical and computer engineering department, and Matt Rutherford, assistant professor of computer science. The University shares the \$2.3 million funding—aimed at supporting civilian applications for unmanned aerial systems—with California State University at Los Angeles.

From the moment he first learned about the project—led by Valavanis, Rutherford and research scientist Nikolaos Vitzilaios—Conyers wanted to share in the challenge. "I really like working on something from scratch and making it the best it can be," he said.

The 3-foot-by-3-foot platform allows small UAVs to land, download data and possibly even recharge batteries before returning to the air for further duty. The wheeled device climbs and descends hills and, once it has parked, levels its platform so that UAVs can alight without mishap. According to Rutherford, the platform extends the

range of those UAVs known as vertical takeoff and landing (VTOL) vehicles. "For VTOL aerial vehicles, the biggest challenge is that they can't stay aloft for very long," he said.

Extended range leads to extended productivity. Say a UAV is tasked with monitoring an oil pipeline. If it can periodically land on the platform to download urgent data—perhaps information calling attention to a leak—it can return to the air quickly to patrol another

stretch of pipeline.

Meanwhile, the information can be transmitted to decision makers who can take action.

Conyers reports that he was eager to take on the mechanical design. "From the get-

go, it was going to be a mechanically complex project," he said. "The self-leveling part of it was going to be a big challenge."

Once Conyers knew his design was viable, Hamill was enlisted to develop the software for crucial functions. His interest in embedded systems—computer systems dedicated to a specific function within a larger mechanical or electrical system—made him the ideal person for the job.

"This type of programming can be kind of frustrating," Hamill said. "What I like about it is that every embedded solution is specific to a problem."

The project's next phase will involve doubling the platform's size—a task sure to present a host of new challenges for the interdisciplinary team.

THE PLATFORM WAS DEVELOPED UNDER A \$2.3 MILLION NATIONAL SCIENCE FOUNDATION GRANT.

Preparing THE UNIVERSITY FOR CHANGING TIMES



A REPORT BY THE STRATEGIC ISSUES PROGRAM

With an eye on the many issues challenging higher education's economic, operational and pedagogic models, the University of Denver's renowned Strategic Issues Program (SIP) completed a comprehensive report analyzing the challenges ahead and offering firm recommendations for crafting a strategic framework to guide decision making.

Released in February 2014, "Unsettling Times: Higher Education in an Era of Change," was commissioned by Chancellor Robert Coombe and Board of Trustees Chairman Trygve Myhren to address everything from technological innovation and changing demographics to rising costs, declining affordability and new competitors.

The 21-member panel behind the report was chaired by trustee James Griesemer, director of the SIP and dean emeritus of the Daniels College of Business. The 64-page document urges the University to build its strategy on several key components: educational innovation, service to stakeholders, market orientation, documented differentiation, demonstrated value, a culture of measurement, and institutional flexibility.

The report also identifies key priorities for the University as it contends with a crowded higher education marketplace, rising costs and disruptive technologies. These include the following:

- » After assessing strengths, weaknesses and competitive position, the University and each of its academic units should develop a detailed strategy to address the opportunities and challenges presented by changing times. These strategies should inform resource allocation.
- » The University should undertake an aggressive effort to differentiate itself and each of its units in a clear and verifiable manner.
- » To differentiate itself, the University should increase its efforts to integrate undergraduate and professional graduate education programs. It also must continue to develop educational experiences centered on understanding, applying and creating knowledge in ways that provide a foundation for insight, critical judgment and originality.
- » The University's primary focus should be on creating academic and professional value for students. The University should consistently verify the value created by its programs. Programs failing to create demonstrably high levels of value should be revitalized or terminated.
- » In support of timely and informed decision making, two hallmarks of institutional flexibility, the University should examine—and if necessary adjust—its governance and operating policies.
- » The University should increase its fundraising activities for endowment, and fundraising should become an integral part of the institution's culture.

The full report can be reviewed at www.du.edu/issues/.

Introducing

NEW LEADERS FOR CHANGING TIMES

REBECCA S. CHOPP

The University of Denver's 18th Chancellor

On June 12, the University of Denver announced the selection of Rebecca Chopp as its next chancellor.

The first woman to hold the University's top position, Chopp, 62, brings to the post more than 20 years of experience in higher education leadership: as president of Swarthmore College and Colgate University, as dean of the Yale Divinity School, and as provost and executive vice president for academic affairs at Emory University.

"Dr. Chopp is a distinguished scholar and academic leader who has taken two top-20 liberal arts colleges through the development of strategic plans that positioned those institutions to navigate through the complex challenges facing higher education today," said Douglas Scrivner, chair of the search committee. "University members—including student leaders, faculty, administration, staff, alumni and trustees—who participated in the final interviews were uniform in their enthusiastic support of Dr. Chopp. All of this made her the right selection for DU at this time in our history."

Chopp also is a well-known scholar of progressive religious movements in American culture. Her recent work has focused on changing structures and cultures in higher education, on the role of liberal arts in a democratic society, and on religion and higher education. She is the author or editor of six books, including "The Praxis of Suffering: An Interpretation of Liberation and Political Theologies" (1986); "The Power to Speak: Feminism, Language, God" (1989); and "Remaking College: Innovation and the Liberal Arts" (2013).



A native of Kansas, Chopp earned a bachelor of arts from Kansas Wesleyan University, a master of divinity from St. Paul School of Theology and a PhD from the University of Chicago.

In an interview with the University of Denver Magazine, Chopp attributed her interest in the University to what she called its "amazing attitude."

"I've learned in the interviews for the chancellor's position that DU's forward-looking attitude is best described with words such as optimism, resiliency, creativity, engagement, energy and courage," she said. "... Every single person I met in the interview process—students, staff, faculty, alumni and trustees—expressed those attributes in their love and dreams and commitment to this institution. The attitude of an institution determines, I think, its culture, its ability to seize opportunities, its handling of adversity, and the nature of its environment for learning and development of students."

DOUGLAS G. SCRIVNER

Chair of the Board of Trustees

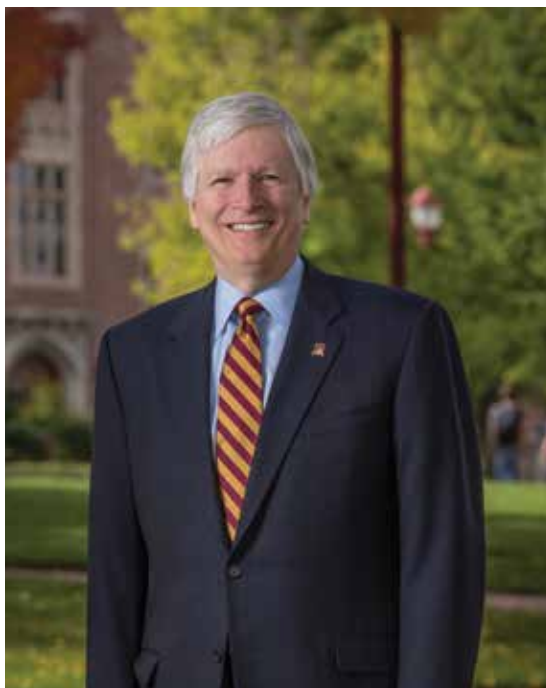
Alumnus Douglas Scrivner (JD '77), a University of Denver trustee since 2008, assumed the top leadership post on the institution's board beginning July 1, 2014.

Scrivner's extensive professional background and decades of community leadership give him the diverse experiences needed to oversee a Board of Trustees charged with helping the University navigate the ups and downs of a complex higher education marketplace.

Scrivner retired from Accenture in 2011 after 31 years with the global management-consulting, technology-services and outsourcing company. As the corporation's general counsel, a post he held for 14 years, Scrivner built a legal group of more than 400 lawyers in 35 countries. He also oversaw the company's government relations and served as corporate secretary, compliance officer and as a member of Accenture's executive leadership team. During his tenure, the firm went from 2,000 employees and \$220 million in revenue to 230,000 employees and \$25 billion in revenue.

At the University, Scrivner has played a vast array of roles. For years, he made weekly flights from his California home to teach corporate governance risk and compliance at the Sturm College of Law. He also chaired the Sturm College of Law's visiting committee and co-chaired its Second Century Campaign.

Outside of the University, Scrivner has lent his talents and time to the Gladstone Foundation Board, which supports the research of the San Francisco-based Gladstone Institutes, and the



Diversity and Flexibility Alliance, an initiative to help law firms and law departments attract and retain female lawyers. He also provides funds to a Saturday law academy for underprivileged California ninth-graders.

Scrivner has given back to the University with generosity and countless hours of service. In 2012, he and his wife, Mary, made a sizable gift to the Anderson Academic Commons to fund the Front Porch Café, a gathering place that honors his parents and the home he grew up in. The couple also provided initial funding for the Sturm College's Ved Nanda Center for International Law.

Scrivner is a recent recipient of the John Evans Award, the University's highest alumni honor, commemorating his countless hours of service and generosity to the University.

ASCEND

THE CAMPAIGN FOR THE UNIVERSITY OF DENVER



ASCEND: The Campaign for the University of Denver concluded on June 30, 2014, as the most successful fundraising campaign in University history. The generosity of more than 48,000 alumni and friends who gave a total of nearly \$490 million has enhanced the educational experience for students and strengthened the University for the long term.

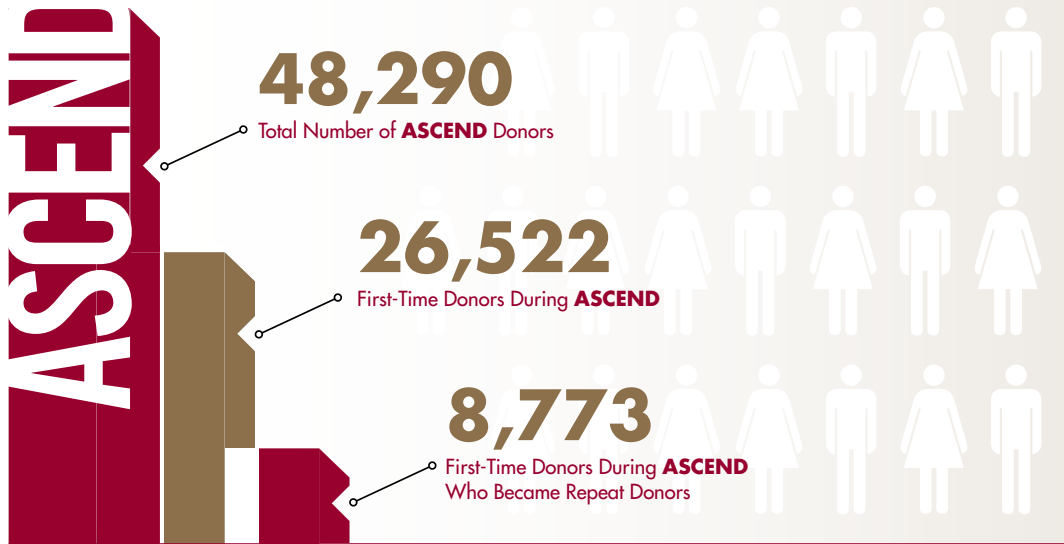
Support for scholarships was a hallmark of the campaign. Donors' generosity created nearly 600 new scholarships and nearly doubled the number of endowed scholarships established previously.

Gifts to the campaign reached all aspects of the University, including innovative centers in international studies and in law, professorships in painting and in Italian culture, and faculty and programs in education, as well as programs in pre-med research and finance.

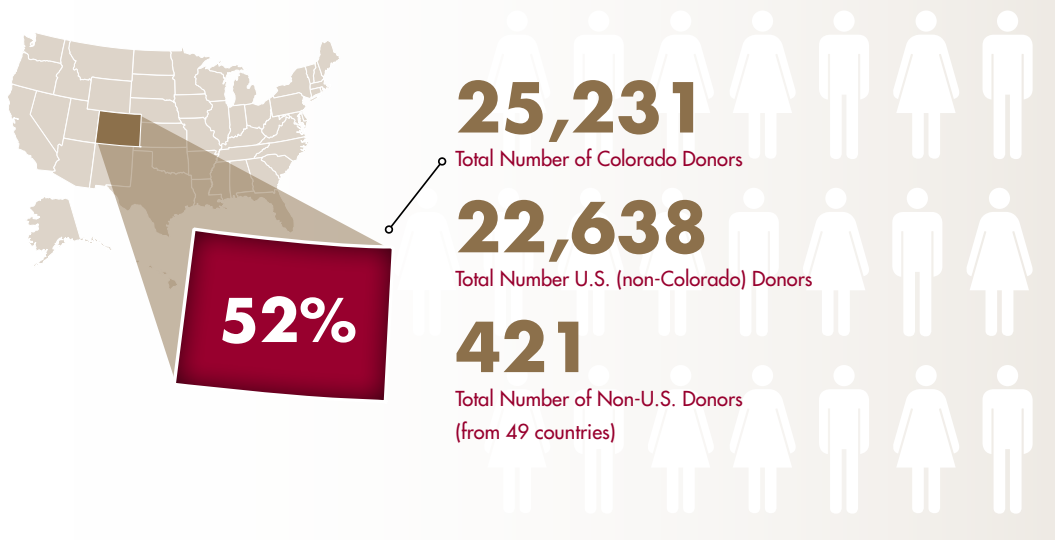
The campus transformation continued with a new home for the Morgridge College of Education, student art studios and a LEED Gold-rated residence hall, to name just a few. The Anderson Academic Commons, a library for modern learning, was made possible through the generosity of more than 5,000 donors. The coming years will bring a new complex for the Josef Korbel School of International Studies and a new home for the Daniel Felix Ritchie School of Engineering and Computer Science and the Knoebel Center for the Study of Aging.

During the course of the eight-year campaign, the University's endowment more than doubled to exceed \$460 million. The strong endowment indicates significant stability as the University anticipates the opportunities of the coming decades.

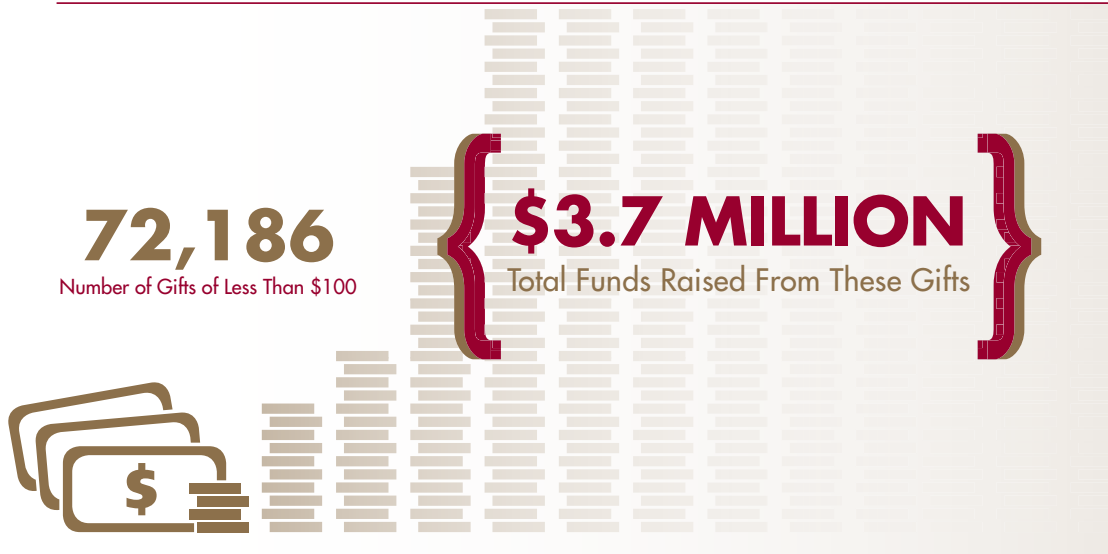
WHO GAVE?



WHERE ARE THEY FROM?



A LITTLE GOES A LONG WAY.



Celebrating OUR SESQUICENTENNIAL



150 YEARS YOUNG

The University kicked off a year's worth of 150th anniversary festivities in early January. The birthday bash began with the opening of an extensive commemorative exhibit and will conclude in late October with a special Homecoming and Family Weekend.

"Tradition and Legacy"—an interactive exhibit that will run throughout the year—features 13 stations spread throughout all three floors of the Anderson Academic Commons. The exhibit covers everything from campus life and community service to athletics and performing arts. In addition to large banners that tell the University's story in words and pictures, many stations also include cases full of artifacts—from vintage cheerleading uniforms to Commencement scepters and school beanies.

Winter Carnival, a University of Denver student tradition for 53 years, carved new ground by opening its activities to faculty, staff, alumni and their guests. About 1,000 participants made the trek to Keystone, Colo., over the Jan. 31–Feb. 2 weekend to enjoy skiing, ice-skating, snow tubing and a winter concert. Other events—including a chili cookoff, Instagram photo competitions and painting sessions—took place on campus and were open to anyone with ties to the University.

During 1864 Week, celebrated during the seven days leading up to the University's March 5 Founders Day Gala, the University community enjoyed a full menu of special events, including several academic presentations; a Pioneers hockey game; a musical performance at the Robert and Judi Newman Center for the Performing Arts; and the BIG EVENT, a late-night celebration for students and alumni that featured casino games, a zip line, carriage rides, laser

tag, a dance party and live comedy.

The Founders Day Gala took place March 5 at the Hyatt Regency Colorado Convention Center in Denver and welcomed more than 1,100 attendees. Denver Mayor Michael Hancock opened the event with comments that highlighted the University's "faithful partnership" with the city of Denver. This was followed by the screening of a video in which students, parents, alumni and friends wished the University a happy birthday. In a recorded video message, Colorado Gov. John Hickenlooper proclaimed March 5, 2014, as University of Denver Sesquicentennial Founders Day.

In a departure from typical Founders Day programming, the University chose not to present its annual alumni awards. Instead, all past award winners were invited to the celebration. Eighty-six of the 150 living past honorees were in attendance.

Current students played a large part in the gala. Artists from the Lamont School of Music performed after the mayor's remarks, and seven students dressed in costume to portray different moments in the University's history—among them the University's first homecoming celebration in 1925; the Pioneers' first NCAA hockey championship in 1958; and Martin Luther King Jr.'s 1967 speech on campus.

At all the year's events and observations, the University aimed to include students, alumni, faculty, staff and members of the Denver community—making it a celebration to be remembered until the University observes its bicentennial in 2064.

Awards AND HONORS

Year after year, University of Denver students and faculty are recognized for scholarship, leadership and service with a host of awards, fellowships and honors. Here's a sampling—by no means exhaustive—from this year's mix.

HEINZ I. EULAU AWARD



Associate Professor **Seth Masket**, chair of the political science department, won the prestigious Heinz I. Eulau Award at the American Political Science Association conference. The award is given for the best article published in the journal *Perspectives on Politics* during the previous calendar year.

FULBRIGHT AWARDS

J. Michael Daniels, associate professor in the Department of Geography, received a Fulbright Award to study in the Czech Republic. While based at Prague's Czech University of Life Sciences, Daniels will research soils, sediments and the legacy of medieval agriculture in Czech pluzina landscapes.

In addition, several University of Denver students have won Fulbright Scholarships to study or teach abroad.

- » **Elizabeth Caruth**, a master's student at the Josef Korbel School of International Studies, received a Fulbright English Teaching Assistantship to Germany.
- » **Christian Allen**, an undergraduate majoring in international studies and political science, received a Fulbright English Teaching Assistantship to Taiwan.
- » **Monica Heilman**, an undergraduate sociology major, was recognized with a Fulbright English Teaching Assistantship to South Korea.
- » **Gregory Sproull** (pictured), a biology master's student, received a Fulbright research grant to study in Poland.

His research will track historical patterns of the effects of bark beetles on Norway spruce trees in hopes of determining the key environmental cues affecting vulnerability to attack.



- » Junior **Ryan Carson** was selected as a member of the Fulbright Scotland Summer Institute, a five-week summer program designed to provide American undergraduate students with a unique perspective on the cultural and political forces that have shaped modern Scotland.

▼ GEORGE D. KUH OUTSTANDING CONTRIBUTIONS TO LITERATURE AND/OR RESEARCH AWARD

Associate Professor **Samuel Museus** of the Morgridge College of Education received the George D. Kuh Outstanding Contribution to Literature and/or Research Award from NASPA, the leading association for the student affairs profession. One of the nation's foremost scholars on Asian and Pacific Islanders, Museus has produced more than 120 publications and national presentations focused on understanding the racial, cultural and structural factors that affect the educational outcomes of diverse populations.

▼ ARTISTIC DIRECTOR

Music Professor **Lawrence Golan**, who conducts the University's Lamont Symphony Orchestra, was named music director of Pennsylvania's York Symphony Orchestra. Golan was selected after a yearlong search of more than 115 conductor candidates from all over the world.

▼ NATIONAL CHAMPIONS



The **Pioneers ski team** captured its 22nd national title. This marked the eighth championship since 2000 and the fourth title for the Pioneers in the past seven years.

▼ LEARFIELD SPORTS DIVISION 1 AAA DIRECTORS' CUP

In June 2014, the University's Pioneers athletics program—led by **Peg Bradley-Doppes**, vice chancellor for athletics, recreation and Ritchie Center operations—claimed the Learfield Sports Division I AAA Directors' Cup for the sixth time in seven years, finishing ahead of all non-football schools in the 2013–14 standings. The University placed a record-high 43rd among all AAA schools, breaking the previous record of 47th set in 2008.



▼ TOP BOOKS FOR DOCS

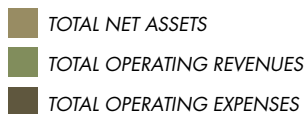
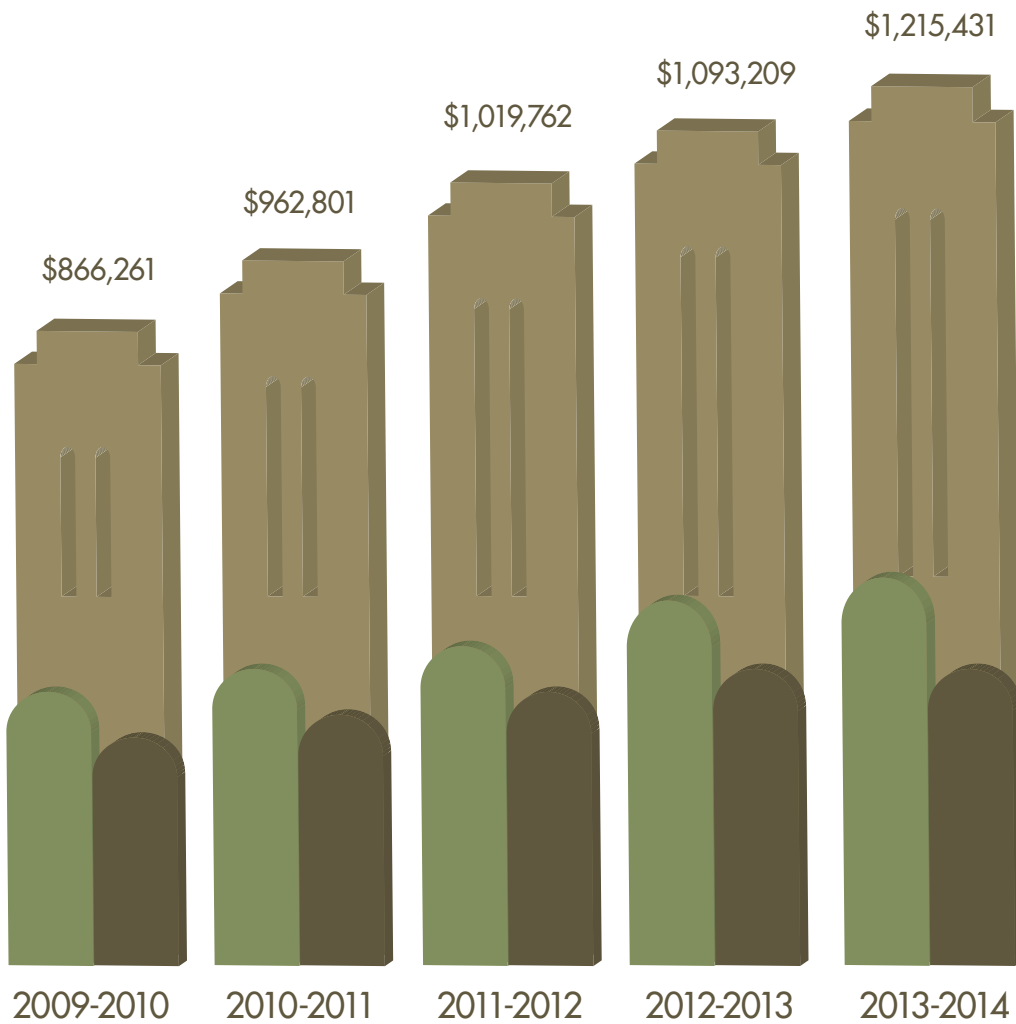
A new book by Professor **Jeanne Abrams** of the Center for Judaic Studies, "Revolutionary Medicine: The Founding Fathers and Mothers in Sickness and in Health" (NYU Press, 2013), was named one of 12 "Top Books for Docs" by Medscape, an online magazine for physicians.

▼ A LEADER IN LEGAL EDUCATION

The National Jurist selected Sturm College of Law Dean **Martin Katz** for its 2013 list of the "Most Influential People in Legal Education." Katz ranked No. 8 on the list.

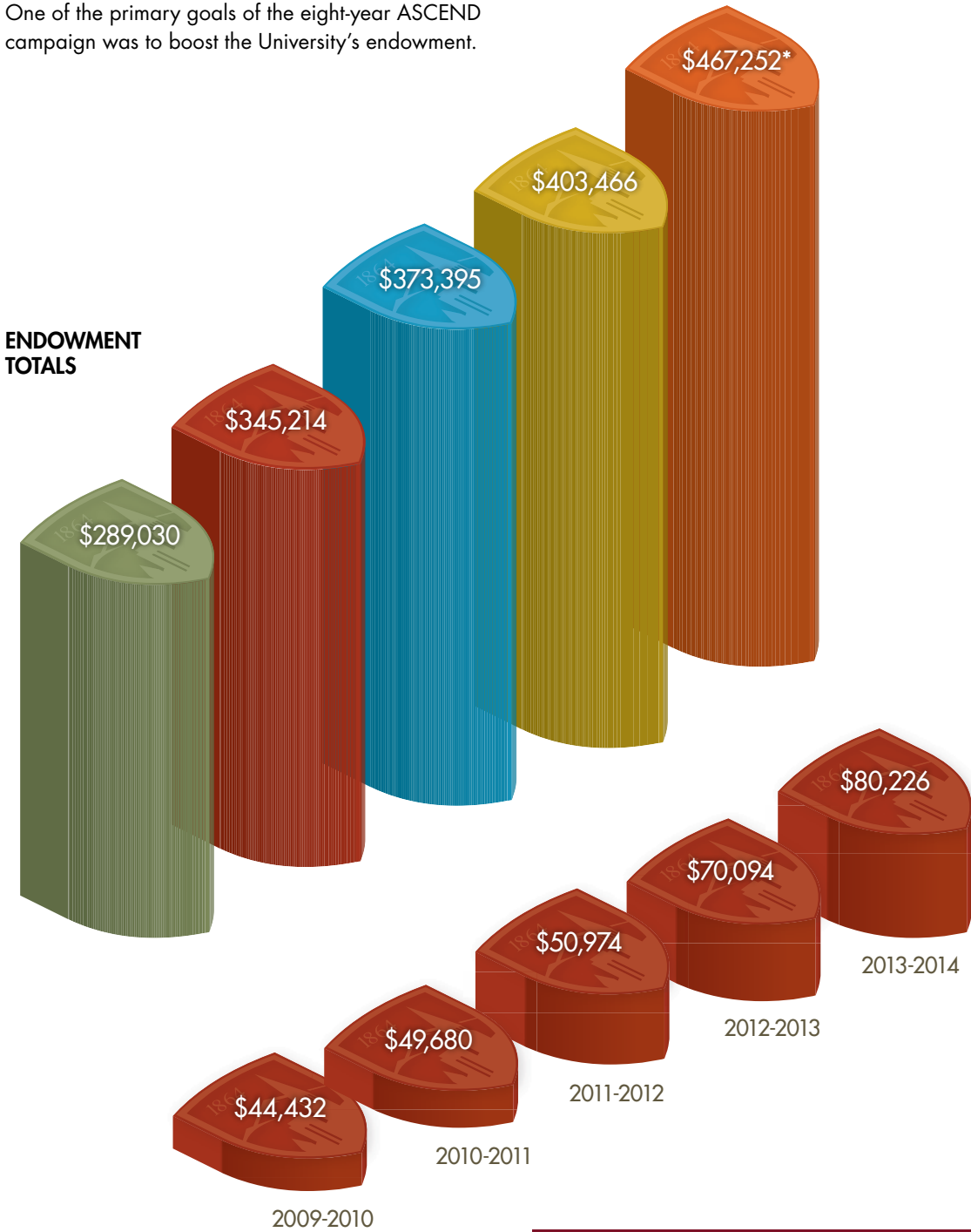
Growth IN ASSETS AND ENDOWMENT

Thanks to careful fiscal management, the University of Denver has benefited from 25 consecutive years of operating surpluses. At the close of the 2013–2014 fiscal year, the University’s total net assets exceeded \$1.2 billion.



All dollar figures in 000s.

Fueled by investment returns and the generosity of donors, the University's endowment has grown substantially over the last five years. It climbed to an all-time high of \$467 million at the end of fiscal year 2014. One of the primary goals of the eight-year ASCEND campaign was to boost the University's endowment.



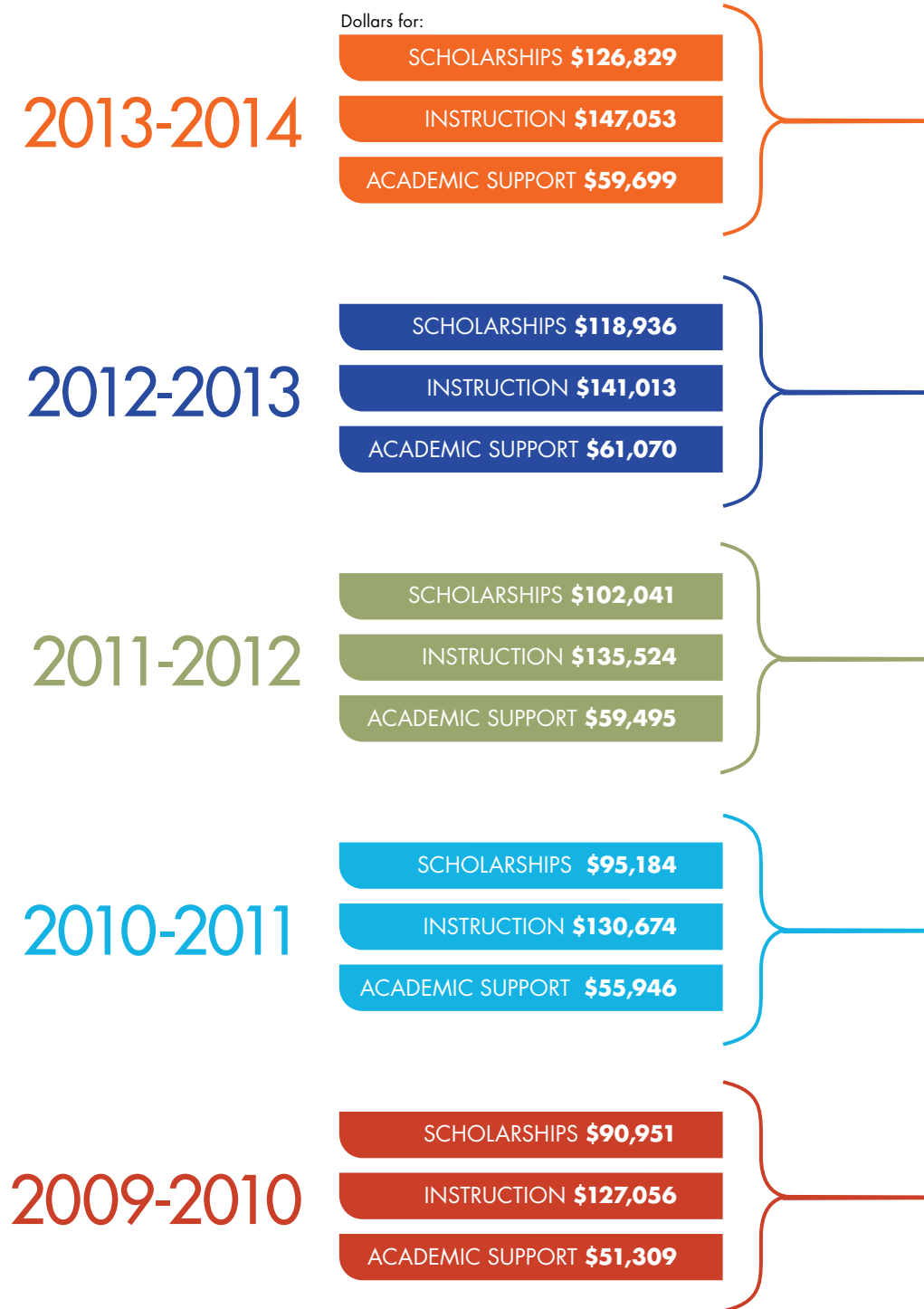
CAMPAIGN CONTRIBUTIONS TO ASCEND

The ASCEND campaign, which ran from July 2006 through June 2014, raised nearly \$490 million for the University's priorities. Each year of the campaign was among the top 10 fundraising years in University history.

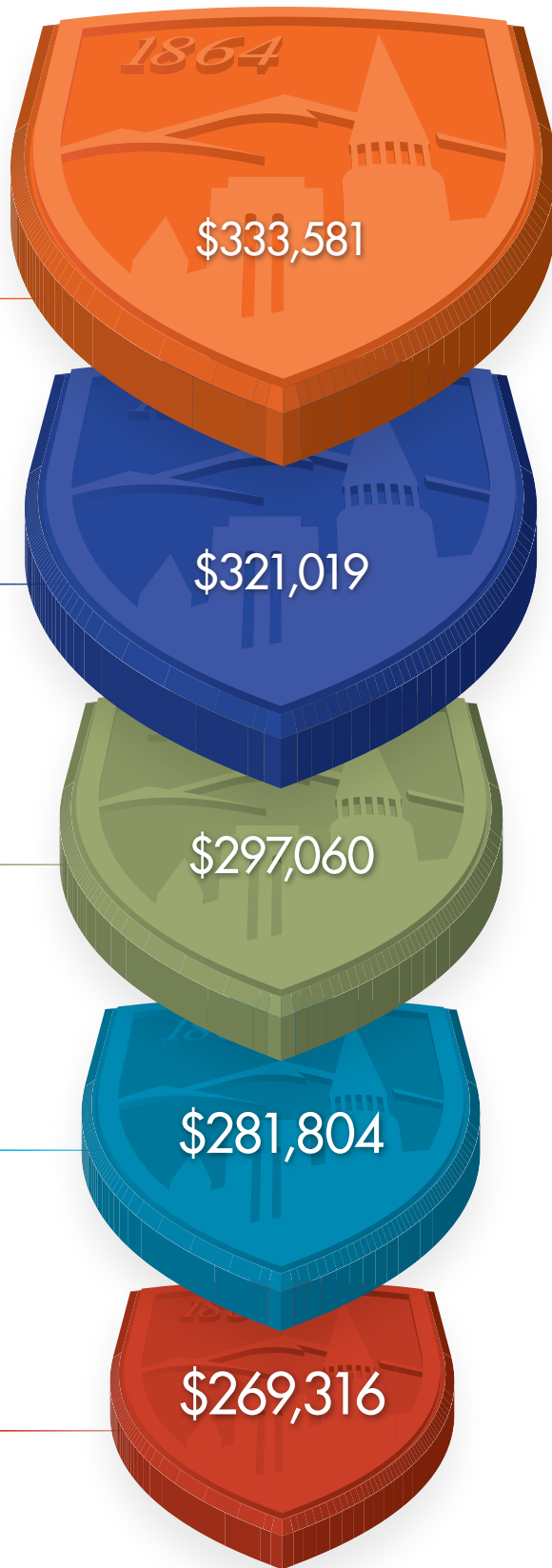
*As of 6/30/2014. All dollar figures in 000s.

Investment IN STRATEGIC GOALS

The University's robust financial position and its fundraising success have allowed it to boost investment in three areas. Over the last five years, the amounts channeled to these areas have increased steadily, but the percentage of the operating budget devoted to them has remained consistent.



All dollar figures in 000s.



All dollar figures in 000s.

Faculty POPULATION

In the interests of ensuring that University of Denver students can study with some of the world's best scholars, the institution has added new faculty members in nearly every discipline.

2013-2014
Faculty Population



767

BUDGETED APPOINTED
FACULTY FULL-TIME
EQUIVALENT

2012-2013
Faculty Population



763

BUDGETED APPOINTED
FACULTY FULL-TIME
EQUIVALENT

2011-2012
Faculty Population



728

BUDGETED APPOINTED
FACULTY FULL-TIME
EQUIVALENT

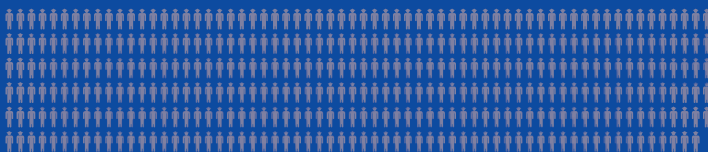
2010-2011
Faculty Population



702

BUDGETED APPOINTED
FACULTY FULL-TIME
EQUIVALENT

2009-2010
Faculty Population



686

BUDGETED APPOINTED
FACULTY FULL-TIME
EQUIVALENT



The University of Denver student-
faculty ratio for 2013-2014.

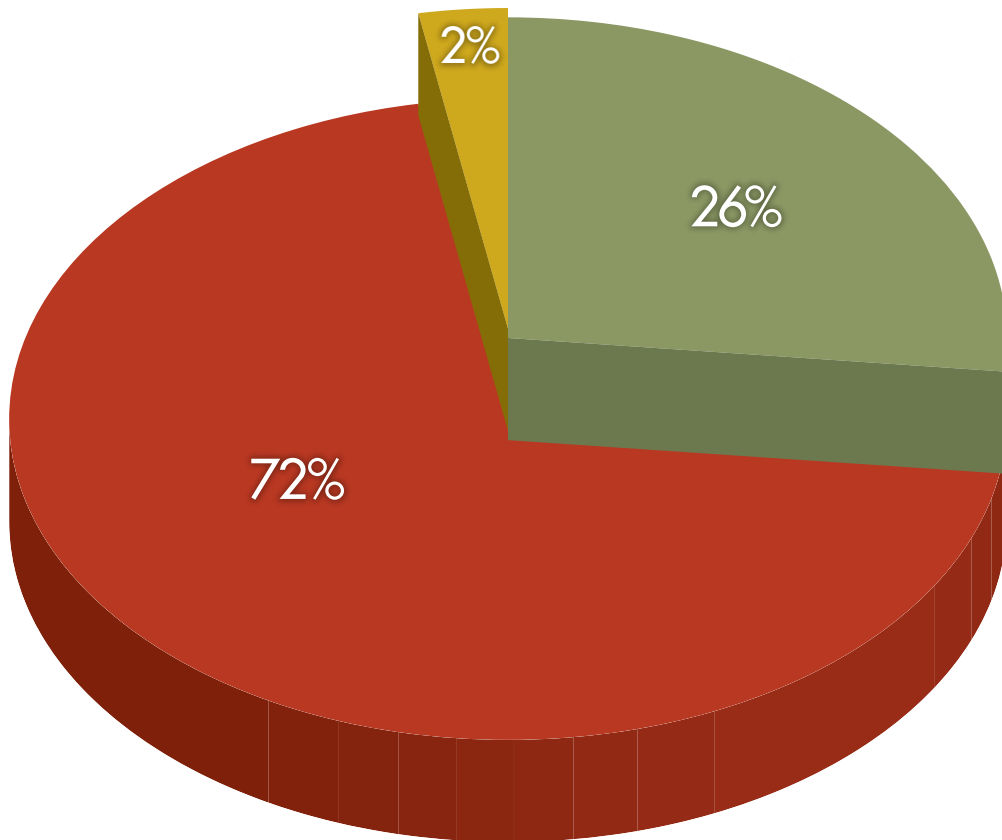
11:1

Source: The Integrated Postsecondary Education Data System (IPEDS).

CREDIT HOURS TAUGHT BY FACULTY TYPE*

Because a rich classroom experience is one of the University's top priorities, appointed, fully benefited faculty members teach the vast majority of credit hours.

Academic Year 2013-2014



- GRADUATE STUDENTS
- NON-APPOINTED FACULTY
- APPOINTED FACULTY

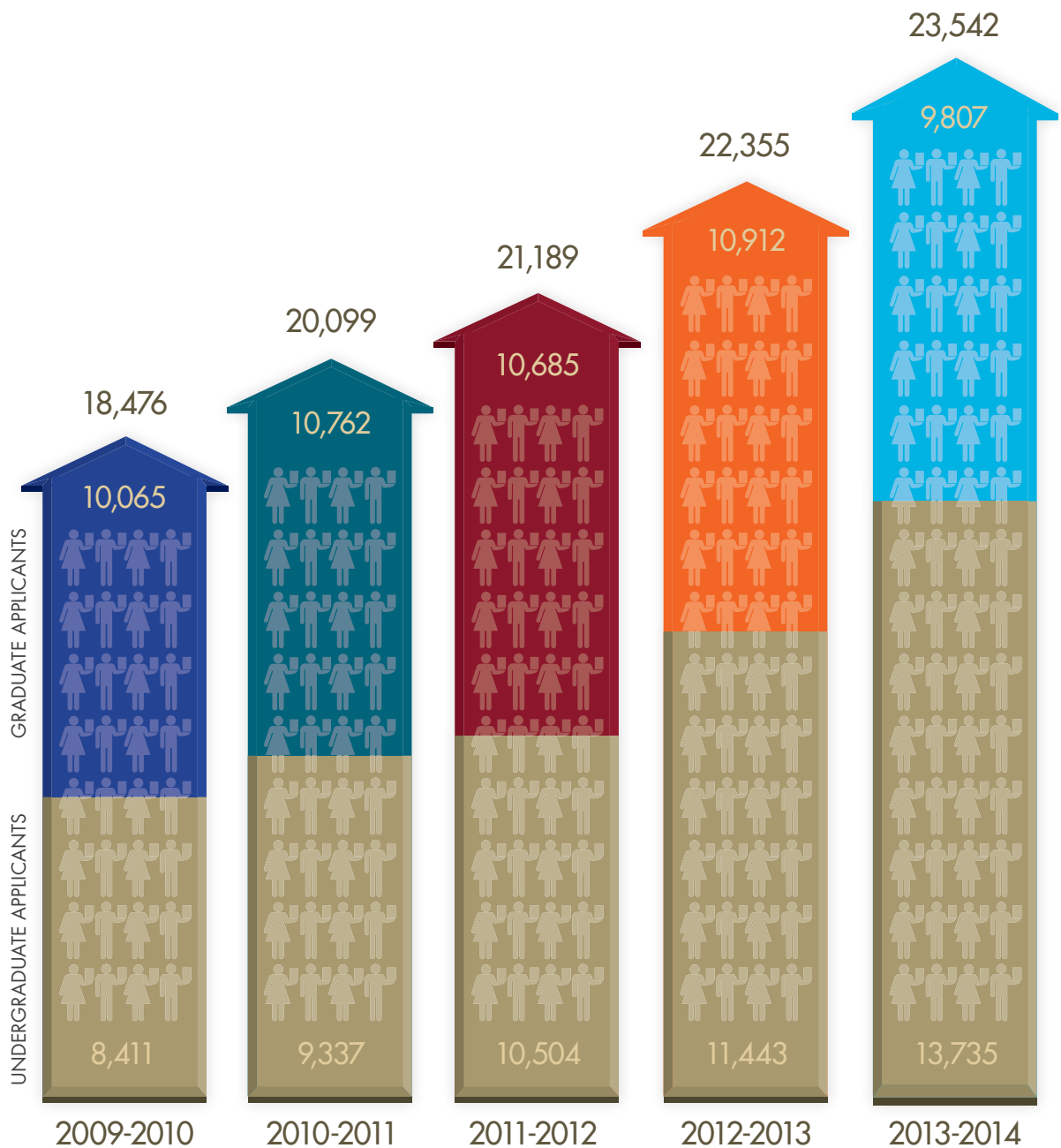
*Excludes post-traditional units, Colorado Women's College and University College

Student PROFILE

The past five years have seen steady growth in applications, particularly for the undergraduate programs. Interest in the University's academic offerings is the result of aggressive investments in high-quality faculty, experiential learning and state-of-the-art infrastructure.

2013-2014 Incoming Undergraduate Students

1207 Average SAT
3.67 Average GPA

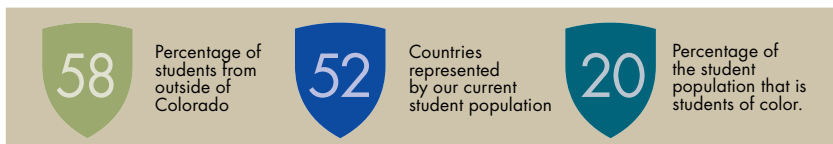


2013-2014 STUDENT POPULATION

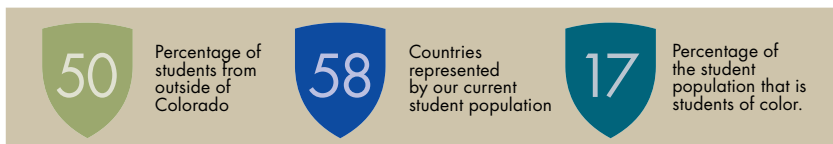
In the interests of preparing students for the challenges of a global marketplace, the University nurtures a campus culture that prizes diversity. Consequently, the University's undergraduate and graduate students live and study with peers from all 50 states, from 76 countries all over the globe and from all different backgrounds.



UNDERGRADUATE PROGRAM



GRADUATE PROGRAMS





UNIVERSITY *of* DENVER

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The University of Denver is an Equal Opportunity institution. It is the policy of the University not to discriminate in the admission of students, in the provision of services or in employment on the basis of race, ethnicity, color, religion, sex, national origin, age, marital or veteran status, sexual orientation or disability. The University complies with all applicable federal, state and local laws, regulations and Executive Orders.