

- ◁ The mission of the University of Denver is to promote learning by engaging with students in advancing scholarly inquiry, cultivating critical and creative thought, and generating knowledge. Our active partnerships with local and global communities contribute to a

4. Define and model a global, engaged research university
5. Ensure a signature portfolio of academic programs

Chancellor Haefner vetted the strategic imperatives with campus stakeholders in fall 2019 and winter 2020. At [The Relay](#) event in September 2019, and in 30 community and divisional meetings, he and Interim Provost Lengsfeld discussed significant challenges facing DU and higher education to engage the community in thoughtful reflection around areas we must advance together [[Relay Presentation Fall 2019](#), [Marketing and Communications Division Presentation Fall 2019](#), [Daniels College of Business Presentation Winter 2020](#)]. As the pandemic has unfolded, DU continues to evaluate our strategic initiatives to adapt to the crisis consistent with our mission. See supplemental HLC document on COVID-19 response.

1.A.3. The mission and related statements identify the nature, scope and intended constituents of the higher education offerings and services the institution provides.

On the [vision and mission webpage](#), DU identifies the nature, scope, and intended constituents of the higher education programs and services we provide, including students, faculty, administration, staff, alumni, and local and global community partners.

DU IMPACT 2025 [Promises for the Future](#) describes the nature and scope of student engagement that DU values:

- ◁ The Promise of Faculty-Student Connections and Robust Intellectual Engagement
- ◁ The Promise of a Holistic Approach to your Education, including Personal Navigation Skills for Life and Work
- ◁ The Promise of Creative Collaboration and Ethical Engagement
- ◁ The Promise of Deep, Meaningful Engagement with Diversity
- ◁ The Promise of Belonging to a Lifelong Community for Personal and Career Development

1.A.4. The institution's academic offerings, student support services, and enrollment profile are consistent with its stated mission.

As a mid-sized private university, DU offers students benefits of close faculty relationships and a breadth of programs, resources, and opportunities. DU rose to [#80 in the U.S. News Best Colleges](#) rankings for 2021. Students cultivate their passions by [conducting research](#), [working with professors](#), [creating small business ventures](#) in the Denver community, and [working with underserved communities at home](#) and [abroad](#). In all we do, serving the public good is primary.

DU enrolls 13,400 students (Fall 2019 EOT). Just over half are graduate students enrolled in an array of traditional and online programs such as law, professional psychology, education, social work, and business. About 30% of first-year class of undergraduates come from Colorado, and the rest hail from across the US and about two dozen countries. In support of a more inclusive community, DU increased the number of students from diverse backgrounds from 19% in 2010 to 24% in 2019 [[Enrollment Profile](#)]. The relationships students form with faculty are essential to our mission, and the [12:1 student-to-faculty ratio](#) supports this work.

DU engages students in advancing scholarly inquiry, cultivating critical and creative thought, and generating knowledge. As of 2019, the University had 202 active programs across [10 schools and colleges](#). We offer 78 undergraduate majors, 124 graduate degrees, and 47 certificate programs [[Board Report 2019](#)]. Outside the classroom, students apply their

Science, Technology, Engineering and Mathematics (E-STEM), 1GenU, Volunteers in Partnership, and the Excelling Leaders Institute.

1.A.5. The institution clearly articulates its mission through public information, such as statements of purpose, vision, values, goals, plans or institutional priorities.

DU clearly articulates its mission through many public documents, including:

- < The vision and mission [website](#)
- < The DU IMPACT 2025 strategic plan [website](#), [brochure](#), and [full document](#)
- < The _____
- < _____ describing priorities for AY19-20
- < [Creating a Community of Care](#)

New students and families are introduced to [\[Financial Aid 101, 2019-2020 Profile, 2018 Postcard\]](#), Discoveries Orientation materials [\[Excerpt from Summer Newsletter to Admitted Students, Where Phenomenal Happens Video, Convocation Video\]](#), and the [Student Honor Code](#).

is articulated for faculty, staff, and administration in recruitment and orientation materials [\[Intro to Careers Website, Video, Orientation Presentation Slide 1 and Presentation Slide 2\]](#), the [employee handbook](#), and [faculty promotion and tenure documents](#).

DU communicates its mission to a broader audience through public-facing documents like the [Denver Advantage website](#), [Campus Framework Plan](#), the [Advancement website](#), and the [Athletics website](#). [Division of Marketing and Communications](#) promotes the U mission: in words, in pictures, online and in the news media... [and] publicizes how DU and its people are improving the human condition, in the [Newsroom](#) and the [University of Denver Magazine](#). The University also publishes, *Research and Scholarship Matters* to promote current research and scholarship advancing the vision and mission [\[Fall 2019\]](#).

[Academic unit strategic plans](#) and websites articulate and amplify our mission [\[Morgridge College of Education \(MCE\), Graduate School of Professional Psychology \(GSPP\), College of Arts, Humanities and Social Sciences \(CAHSS\), College of Natural Sciences and Mathematics \(NSM\)\]](#). Strategic plans and public information such as recruiting and promotional materials document how programs serve specific populations. MCE produces videos and ads that communicate their mission [\[Facebook Ad, ECHO-DU Video, Higher Education Program Video\]](#). The Graduate School of Social Work (GSSW), in [their strategic plan](#), prioritizes a dynamic learning experience for the GSSW community with an adaptive, innovative, and responsive curriculum and internship model.

Businesses engage with CiBiC through strategic partnerships, client projects, internships, networking events, and workshops.

- [Knoebel Institute for Healthy Aging \(KIHA\)](#): research and scholarship addresses growing needs related to aging in Denver and nationally, using key strengths of the University to improve quality of life, wellness, and community throughout the lifespan.
- [Scrivner Institute of Public Policy](#): The Institute bridges knowledge between disciplines to solve real-world problems with practical policy solutions for today's most crucial issues.

DU is a vital part of the Denver economy [[_____](#)], providing an economic benefit of \$958.2 million in the Denver region in FY2015 [[2016 Economic Impact Study](#)]. In addition to direct economic benefits, DU is an important asset in the Denver metro region. With

employer in the City and County of Denver and among the top 20 major employers in the metro region. **In FY19, DU** spent

The institution provides opportunities for civic engagement in a diverse, multicultural society and globally connected world, as appropriate within its mission and for the constituencies it serves.

1. The institution encourages curricular or cocurricular activities that prepare students for informed citizenship and workplace success.
2. diverse populations.
3. The institution fosters a climate of respect among all students, faculty, staff, and administrators with a range of diverse backgrounds, ideas, and perspectives.

1.C.1. The institution encourages curricular or cocurricular activities that prepare students for informed citizenship and workplace success.

Through curricular and cocurricular activities, DU provides students with opportunities that expand their learning horizons and prepare them to lead lives of purpose. Beginning with [learning outcomes](#) for undergraduate and graduate students, discussed in Criterion 3, DU creates an academic foundation informed by our mission. Outcomes emphasize learning within and across disciplines, intellectual engagement, and engagement with local and global communities. Within academic units, students focus on creating meaningful career skills. The Daniels Professional Development Program prepares students for career success by helping them select majors, complete resumes and cover letters, develop interview skills, find internships, and navigate the recruiting process [[BUS 1099 Syllabus](#), [BUS 2099 Syllabus](#)]. Daniels also offers the [Ethics Bootcamp](#), where students develop a lifelong framework for ethical decision-making. [Daniels Signature Events](#) offer co-curricular activities to develop skills as future business professionals.

Masters-level degree programs build deep disciplinary knowledge and integrate professional development and leadership ethics to prepare graduates for work in the field. GSPP offers a four-course multicultural sequence that prepares students to offer culturally sensitive care [[CPSY 5340](#), [CPSY 5360](#), [CPSY 5370](#), [CPSY 5380](#) Syllabi]. A fundamental component of the Professional Science Master degree in biomedical sciences is a [capstone](#) where students undertake 9-12-month internship projects that culminate in a scholarly presentation.

DU Dialogues gathers undergraduate students for facilitated discussions across difference through [curricular and co-curricular programming](#). In 2017, the Communication Studies department created classes to help students connect theory and lived experience across intersectional identities, build their communication skills, deepen their awareness of their own and build alliances for more inclusive and just communities [[Newsroom Article](#)].

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tensions and anxiety many living in the U.S. feel, particularly in an election year, and harnessed the connective potential of our experiences, education, and personal realities [[Chancellor Haefner Diversity Summit Address](#)]. [HerDU](#) is an important resource for DU women, providing tools, community, and inspiration. The [25th annual conference \(2020\)](#)

The [Internationalization Summit](#) encourages the academic community to engage in meaningful conversation, share practices, and present emerging research relating to the internationalization of higher education.

DU supports many affinity groups representing the diversity of the institution. The [Cultural Center](#) supports [student affinity communities and organizations](#), including African Students United, Black Student Alliance, Asian Student Alliance, Hillel Jewish Center Group, Latino Student Alliance, Muslim Student Association and Queer Student Alliance. College/school-based graduate student affinity organizations include the

[Initiative](#). In November 2019, DU was [recognized by AAC&U](#) for the Interfaith Calendar Program. The department of Religious Studies [received funding from the Madden Center](#) for an Interreligious Dialogues project that includes a new interfaith course and a [Religious Inclusivity Workshop](#). In spring 2018, DU was selected as one of the first ten universities in a new [national interfaith project](#) through the Interfaith Youth Core (IFYC) and the AAC&U.

In 2014, DU celebrated its 150-year anniversary. Like many institutions, DU continues to make meaning of its complicated history. Before the sesquicentennial, a committee conducted an independent inquiry regarding DU founder John Evans' role in the Sand Creek massacre. The [John Evans Study Report](#) made recommendations for the DU community to respond to its history honestly and the University [created a Task Force on Native American Inclusivity](#). Stemming from the [recommendations from the Task Force](#), DU created a Native American Community Advisory Board in 2017 and two new positions to support Native students and faculty: Special Advisor on Native American Partnerships and Programs and [Director](#) of Native American Community Relations and Programs.

In 2019, Interim Provost Lengsfeld met with members of the original task force and additional Native American faculty and staff to reexamine the 2016 report [[Provost Memo](#)] and recommend priorities [[Campus Update](#)]. To explicitly honor the past and respect institutional history, DU has instituted a *Land Acknowledgement* statement to recognize and respect Indigenous Peoples and the land upon which the University stands. University programming now commences with a Land Acknowledgement that each presenter modifies to suit their presentation [

on feedback. In May 2019, DU began the [COACHE Faculty survey](#), and [results](#) will be used to improve professional lives and create environments where they can do their best work [[Full Report](#)].